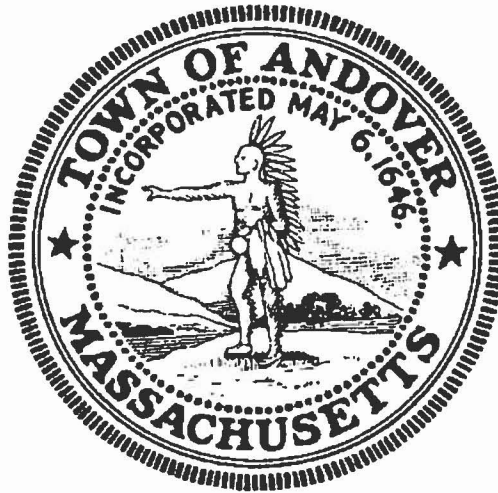


TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2016 BUDGET

TOWN OF ANDOVER
TOWN MANAGER'S RECOMMENDED
FISCAL YEAR 2016 BUDGET



*“Honor the Past,
Capture the Present,
Shape the Future”*

Reginald S. Stapczynski, Town Manager

February 6, 2015



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JOINT BOARD OF SELECTMEN AND FINANCE COMMITTEE MEETING SCHEDULE
FY16 BUDGET AND 2015 WARRANT ARTICLE REVIEW
(2/6/15)

February

- Fri. 6th Town Manager's Recommended FY16 Budget Released (on Town website)
- Mon. 9th High Level Overview Presentation of TM's Recommended FY16 Budget
- Mon. 23rd Town Department Budgets
(DCS; ES & AYS)
- Sat. 28th Town Department Budgets (MHL – 9:00 am to 12:00 pm)
(Police; Fire-Rescue; Muni Services/W&S)

March

- Mon. 2nd Fixed Costs; CIP; Warrant Articles
- Sat. 7th Town Department Budgets (MHL – 9:00 am to 12:00 pm)
(IT; MHL; CD&P; Gen. Govt. – 30 min. each)
- Mon. 9th Revenues; Financial Articles; Water & Sewer Rate Hearing
- Wed. 11th Tri-Board Meeting – School Budget Request (Sch. Com. Mtg. Rm. – 7:00 pm)
- Mon. 16th Budget & Warrant Articles
- Mon. 23th Budget & Warrant Articles; Water & Sewer Rate Votes
- Mon. 30th Operating Budget, Capital and Warrant Article Votes

April

- Mon. 6th Final Budget & Warrant Article Votes (if needed)
- Tues. 7th Finance Committee Report to the Printer
- Fri. 24th Finance Committee Report due to Residents
- May 4th 2015 Annual Town Meeting (1st night)

*All meetings will be held from 7:00 to 9:00 pm in the Selectmen's conference room
in the Town Offices unless otherwise noted.*

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

*Developed by the
Board of Selectmen, Town Manager, and Town Department Heads
Adopted by the Board of Selectmen on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Board of Selectmen, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town's infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town's "Aaa" bond rating

VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE

- 3.1 Recruit, develop, and retain a highly skilled workforce

- 3.2 Promote and recognize municipal professionalism
- 3.3 Measure, evaluate, and improve performance

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

- 6.1 Celebrate Andover's unique heritage
- 6.2 Protect and acquire open space

THE ANDOVER VISION

As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant town that we enjoy today. At the same time, we are mindful of our current stewardship and the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future. *Vision 21 Committee – July 26, 2004*

QUALITY EDUCATION

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities. We will cultivate the public library as a resource for lifelong learning and enrichment and as facilitator for the flow of information throughout the community. We will find ways to protect the quality of these institutions through fluctuating economic cycles.

OPEN SPACE AND RECREATION

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

VIBRANT DOWNTOWN

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

SMALL-TOWN CHARACTER

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.

CITIZEN PARTICIPATION

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

HISTORICAL HERITAGE

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

CULTURAL DIVERSITY

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

FINANCIAL STABILITY

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means. In making financial decisions, we will include an understanding of long-term costs and consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

HEALTHY AND SAFE ENVIRONMENT

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

MANAGEMENT OF NATURAL RESOURCES

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

TOWN SERVICES

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

HUMAN SERVICES

Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

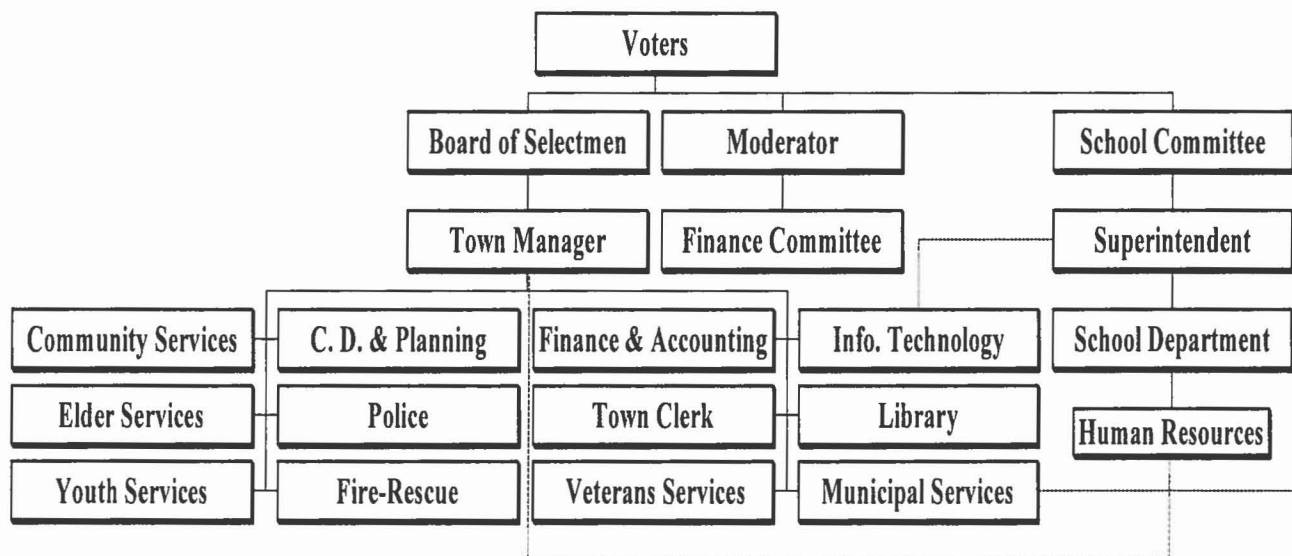
TRANSPORTATION

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

TOWN OF ANDOVER



ORGANIZATION



The Mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.



TOWN OF ANDOVER

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FISCAL YEAR 2016 BUDGET TRANSMITTAL LETTER FEBRUARY 6, 2015

Chairman Daniel H. Kowalski and Members of the Board of Selectmen and
Chairman S. Jon Stumpf and Members of the Finance Committee

Dear Chairman Kowalski, Chairman Stumpf and Members:

It has been my practice, and some say a tradition, to present the Town Manager's Recommended Budget with a theme. For Fiscal Year 2016 I will recall a brief presentation I made to the Selectmen in the Fall that recapped highlights from the International City/County Management Association Annual Conference, in fact the 100th Annual Conference. At the conference John Nalbandian, a professor from the University of Kansas, made a presentation entitled, "Political Astuteness: Bridging the Gap Between Politics and Professionalism." In his talk about the natural and dynamic tension that exists between the policy makers and the professional administrators, he emphasized despite this "gap" our common role and goal is community building.

He summarized this concept with the phrase, "Honor the past, capture the present, shape the future." This is the theme for this year's Town Manager's Recommended Budget. It expresses for me, in a few words, what I do as Town Manager and why I do it. I trust it rings true for both elected and appointed Town officials.

New Administration

The Baker-Polito Administration has already demonstrated a strong commitment to municipalities. At the Massachusetts Municipal Association Annual Meeting two weeks ago, Governor Baker announced the formation of a new Community Compact Cabinet to be chaired by Lt. Governor Polito with the intention to "elevate the administration's partnership with cities and towns." The creation of this cabinet and his pledge to protect Local Aid from Section 9C cuts has gone a long way to underscore the state-municipal relationship the MMA has been advocating. In fact, in September the MMA issued a position paper, "10 Partnership Policies to Build a Stronger Commonwealth." At that time the MMA said, "the partnership between cities

and towns and state government must be strengthened if we are serious about meeting the needs of our residents and businesses in a rapidly changing world.” It is obvious that the new Administration has seriously taken up the policy initiatives outlined by the MMA. The next step for the Administration is to reach out to the leadership in both the House and Senate to address long awaited reforms in Education Aid Chapter 70, Other Post Employment Benefits (OPEB), and Pensions, as well as the other partnership policies outlined by the MMA.

We eagerly look forward to the Governor’s Budget, House 1, scheduled to be released in a few weeks. We are optimistic that despite the \$768M deficit in the State budget this year, the consensus revenue projections for FY-2016 show a healthy growth in the Massachusetts economy of between 4-5%. This bodes well for Local Aid for next year.

FY-2016 Town Manager’s Recommended Budget

The Town Manager’s FY-2016 Recommended Budget totals \$171,931,079. This is an increase of \$7,520,994 or 4.6% over FY-2015. This budget includes the Selectmen’s request that \$1.1M in unused Tax Levy capacity be included into the property tax calculation for FY-2016.

The revenue budget includes the latest estimates and information. The Town’s estimated new growth remains strong at \$1.8M, based on the average of the past three years. Modest increases are projected for both Chapter 70 and General Municipal Aid. Local revenues are healthy with slight projected increases in motor vehicle excise tax, building permits and meals/hotel/motel excise taxes.

Free Cash for use at the May Annual Town Meeting is estimated to be \$5.7M. This amount is the highest Free Cash has been in over six years. Free Cash will not be used for the FY-2016 Operating Budget. It will be allocated for Stabilization Funds and to the Capital Improvement Program as follows:

- OPEB Trust Fund – \$1.0M. This amount along with an appropriation of \$500K from available funds and \$290K from the water and sewer budget will increase the fund to over \$5.2M.
- Stabilization Fund – Ledge Road Landfill – \$1.0M. This amount will increase the fund to \$3.0M.
- Stabilization Fund – General – \$232K. This amount will increase the fund to \$6.4M.
- Bond Premium Stabilization Fund - \$768K. This amount will increase the fund to \$1.26M less a planned transfer at Town Meeting.

- Capital Improvement Program - \$1,042,000. This sum is to fund five capital projects that were originally recommended to be financed by borrowing. The use of Free Cash in this case will reduce the number of projects to be paid for by bonding.

The Free Cash balance after these transfers will be \$1.6M. This is one of the largest amounts that we have had at the conclusion of Town Meeting in the past six years.

The FY-2016 Town Manager's Recommended Budget is \$171,931,079. This is an increase of \$7.5M or 4.6% over the FY-2015 Appropriated Budget.

<u>EXPENSES</u>	<u>FY2015 Approved</u>	<u>FY2016 TM Rec.</u>	<u>\$ Change</u>	<u>%</u>
School Department	\$70,904,452	\$72,873,529	\$1,969,077	2.8%
Town Departments	\$36,328,546	\$37,338,479	\$1,009,933	2.8%
Health Insurance & RMTs	\$15,885,091	\$17,500,000	\$1,614,909	10.2%
Debt Service	\$14,998,236	\$15,443,133	\$444,898	3.0%
Retirement	\$6,412,116	\$7,946,015	\$1,533,899	23.9%
Water & Sewer	\$6,949,026	\$7,229,676	\$280,650	4.0%
Other Obligations	\$3,688,612	\$3,471,854	(\$216,758)	-5.9%
Capital Projects Fund	\$2,370,000	\$2,450,000	\$80,000	3.4%
Offset Expenditures	\$2,356,500	\$2,348,000	(\$8,500)	-0.4%
Warrant Articles	<u>\$4,517,506</u>	<u>\$5,330,393</u>	<u>\$812,886</u>	<u>18.0%</u>
	\$164,410,085	\$171,931,079	\$7,520,994	4.6%

Departments/Divisions will present their budgets to the Board of Selectmen and Finance Committee at budget review meetings on Monday, February 23rd, and Saturday mornings, February 28th and March 7th. The following are some of the highlights:

Town Departments/Divisions will increase an average of 2.78% mainly due to contractual obligations and utility cost increases. The FY-2016 budget can best be characterized as maintenance of services budget with few program or service expansions.

Town Departments/Divisions requested six new full-time or part-time positions, an increase in hours for one position, and the consolidation of two part-time positions into one full-time position.

Four positions are not being recommended at this time: Fire Rescue - Lieutenant for fire/rescue training; Youth Services – Program Coordinator; Information Technology – one full-time and one part-time Technical Specialist I.

The following recommended staffing changes will result in an increase of 2.2 FTE's:

- Community Development and Planning – combine the two part-time Office Assistant I positions into one full-time position. It is currently listed as one FTE in the FTE schedule. This was one full-time position prior to budget reductions years ago - \$5,432.
- Community Development and Planning, Health Division – change the title from the existing part-time Sanitarian to a full-time Health Agent, and increase the hours from 11 hours per week (.3FTE) to 36.25 hours per week. This was another full-time position prior to the budget reductions several years ago. It should be noted that the fee revenue from the inspections performed by this position will cover more than half of the total compensation. The salary is \$58,747 less the existing part-time compensation of \$20,000 for a net increase of \$38,747.
- Municipal Services Department, Plant and Facilities – new custodian part-time, 19 hours per week to provide janitorial services to the new Cormier Family Youth Center and late afternoon and evening hours at the Center at Punchard. Part-time salary is \$23,000 less \$11,000 from the donation from the Andover Youth Foundation as required by its agreement with the Town, for a net cost of \$12,000 from the General Fund.
- Municipal Services Department, Spring Grove Cemetery – new laborer position to replace the position that was eliminated and replaced with a private contractor. The Spring Grove Cemetery Trustees are not satisfied with the level of services with this split Town and contractor arrangement. They have requested this position be reinstated and the contract services be eliminated. The salary is \$45,247 less the decrease in the Expense Budget of \$20,000 for the contracted service, and a decrease of \$16,800 on the seasonal personnel budget line item for a net increase of \$8,447.

Town Departments/Divisions expense budgets are increasing 2.57%. The following are highlights of those increases:

- Information Technology – increased \$40,000 to cover additional telecommunication and technical/infrastructure costs.
- Youth Services – increased \$41,900 to cover the cost of utilities (electricity and natural gas) at the new facility. This sum is to be offset by a \$19,000 donation from the Andover Youth Foundation.
- Municipal Services Department, Plant and Facilities, Vehicle Maintenance - increased \$32,000 for the repair and maintenance of the aging vehicle fleet.

- Municipal Services Department, Public Works, Engineering - increased \$45,000 to address the Town's cost of complying with Federal EPA's new Storm Water Management Program. This is a Federal mandate, and it is anticipated to be required in FY-2016.
- Municipal Services Department, Public Works, Solid Waste - increased \$38,200 to cover the increase in contracted services for solid waste and recycling.
- Municipal Services Department, Public Works, Water and Sewer Divisions - increased \$280,650 in total. The Water Division budget is increased by \$187,848. The Sewer Division budget is increased by \$92,802.

Obligations total \$42.8M which is an increase of 9.6% over FY-2015. Health insurance is the largest expense in this category. Currently, the Town is out to bid on employee health insurance. It is expected a decision will be made and a solid budget number in place by the end of March. For planning purposes, a conservative increase of 10% is in this budget. This also includes the cost of retired teachers this year.

The Retirement Fund is increased by \$1,533,899 because of several factors. The Andover Contributory Retirement Board voted to reduce the funding schedule from a full funding date of 2040 to 2032, and increase the funding by \$1.0M for FY-2016 plus an 8% annual increase. This decision will save \$82M in interest costs between 2032 and 2040.

For Other Post-Employment Benefits (OPEB), the sum of \$500,000 is budgeted. This is in accordance with the annual funding plan I recommended a year ago and it is a \$100K increase over the FY-2015 appropriation. The total recommended appropriation for OPEB is \$1,790,000. It is made up of this \$500K from the General Fund, \$290K from the Water and Sewer Enterprise Fund and \$1.0M from Free Cash. This financing plan has been noted by our actuaries and has assisted in reducing the Town's OPEB liability.

Debt service is up an additional \$445K, which is a 3% increase.

Capital Improvement Program

The Town Manager's Recommended CIP for FY-2016 totals \$12,366,000. The sum of \$2,450,000 is recommended for the Capital Projects Fund paid from General Fund Revenues. This sum is 1.6% of the General Fund Revenue. It is recommended that five projects totaling \$1,042,000 be funded from Free Cash, and not bonding, in order to reduce the interest cost of borrowing. Seven large projects are recommended for borrowing in the amount of \$4,937,000. The sum of \$1,682,000 is recommended from Special Dedicated Funds: the annual PC lease program from the Cable Fund and major road maintenance from Chapter 90.

The Water and Sewer Enterprise Funds cover water and sewer capital projects or purchases. The amount of \$2,255,000 is recommended.

The Bancroft Elementary School was completed for the start of the 2014-2015 school year. This project was on-time and under-budget due to the excellent cooperation and working relationship between the Building Committee, Skanska USA Building, the contractor, Dorr and Whittier, the Owner's Project Manager, and Town staff. It is estimated there will be a balance of over \$1.1M that will be rescinded at a future Town Meeting.

The Cormier Family Youth Center is under construction and the building is expected to be completed in June.

The Municipal Services/Town Yard project has been a priority planning project for the last several years. The Board of Selectmen asked that we send out an RFP for private parcels to consider as well as the public land. The responses are due back to the Town in March.

The Andover High School Library/Media Center Project will come before the Annual Town Meeting for a \$1,950,000 request for the design, engineering and construction of a remodeled Library/Media Center in the existing Library.

The Ballardvale Fire Station Building Committee is well underway with the "charge" from the 2014 Annual Town Meeting to renovate the existing station and add a garage for the apparatus. The Committee is in the designer selection process for an architect and has contacted the abutters concerning land acquisition.

Energy Conservation Program

This year the Town's "green" initiatives are paying dividends. Over the next few months all of the downtown street lights will be changed to LED bulbs, which use one-third to one-half less electricity for the same amount of light and have a savings of \$8,000 in annual electric costs. Also, the LED bulbs are rated to have a twenty-year lifespan as compared to the original bulbs with a five-year lifespan.

The indoor and outdoor lighting around Town buildings have been retro-fitted to LED. Currently, projects underway are hallway and outdoor lighting at Andover High School, the Field House and Gym, and indoor lighting at the Public Safety Center and Memorial Hall Library. The expected electric savings at Andover High School is \$17,000 per year and \$7,500 for the Public Safety Center and Memorial Hall Library.

The energy team has been focused on the Water Treatment Plant's energy usage. Variable frequency drives are being installed at the Fish Brook Pumping Station and will save an estimated \$47K per year in electrical costs. The windows at the plant are scheduled to be

replaced this year and the design for a new heating system is underway. In addition, the plant is a perfect site for solar panels. Plans are in progress to issue an RFP for a solar array at that facility.

This year the ancient and inefficient boilers at the Memorial Hall Library, West Middle School and the garage at Spring Grove Cemetery were replaced with an estimated savings of \$20K annually.

Next month the Town will apply for its third Green Community Grant in the amount of \$250K for improvements to the water system, smart lighting systems and building automation controls. The energy team is also exploring the opportunity for a hydropower feasibility study for Fish Brook at Haggetts Pond funded by a Massachusetts Clean Energy Center grant.

The staff continues to pursue an agreement for net metering credits. The developer we were working with did not get its project approved under the State's net metering "cap." The Department of Energy Resources capped new projects at 20 Megawatts and the SPG/Hecate project was not included. As a result, we are talking with several of other solar developers for possible net metering contracts.

For FY-2016 the Town and School Energy Initiatives will focus on building automation, variable frequency drives and demand controlled ventilation at the Town Offices, School Administration, Memorial Hall Library, Sanborn School and West Elementary School.

And finally, the energy team is researching the purchase of street lights from NGrid and retrofitting them to LED fixtures.

Senior Citizen Tax Relief Programs

I know from my senior friends that some find it difficult to afford to live in Andover. Towards that end, I want to remind our senior citizens of several programs that are designed to make it easier for them to reside here. The Board of Assessors administers two elderly real estate tax exemption programs – the Clause 41C and Clause 17D Programs. They also administer the Tax Deferral Program under Clause 41A. The Senior "Circuit Breaker" Tax Credit Program allows certain seniors to reduce their State income tax when their property tax and 50% of their water and sewer charges exceed ten percent of their income. For example: income cannot exceed \$82,000 for a couple filing jointly, the assessed value of their home must be less than \$700,000 and property taxes and half of their water and sewer bill cannot exceed 10% of their income. The Center at Punchard recognizes the wealth of skills and talents of our seniors and puts them to good use through the "SCRPT" Program. This program provides a variety of opportunities for seniors to work a required 125 hours to receive a \$1,000 real estate tax abatement.

In Conclusion

The Annual Town Meeting and Election season has begun. The Annual Town Election is Tuesday, March 24th at the Collins Field House at Andover High School. The Annual Town Meeting will be held on Monday and Tuesday, May 4th and 5th, and, if needed, the following Monday and Tuesday, May 11th and 12th. The meeting will be held in the J. Everett Collins Center at Andover High School.

Your participation in the budget meetings with the Board of Selectmen and Finance Committee during February and March is important. We want to know what you think about the budget, its impact on you and the services or programs you feel are valuable for you and your family.

Finally, I want to take this opportunity to thank Finance and Budget Director Donna Walsh, Assistant Town Manager Steve Bucuzzo, Executive Assistant Wendy Adams, Administrative Secretary Christine Martin Barraford, the Department and Division Heads, Budget Managers, Superintendent of Schools Marinel McGrath and Assistant Superintendent for Finance and Administration Paul Szymanski for their cooperation in preparing the FY-2016 Town Manager's Budget Recommended Budget.

Respectfully submitted,


Reginald S. Stapczynski
Town Manager



FY2016 EXECUTIVE BUDGET SUMMARY

EXECUTIVE BUDGET SUMMARY



THE OVERALL BUDGET

The FY-2016 Town Manager's Recommended Budget totals \$171,931,079. This sum represents a \$7,520,994 or 4.6% increase over the FY-2015 final Approved Budget of \$164,410,085. The sum of \$162,609,388 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$9,321,691 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles, including \$2 million to Stabilization Funds and \$1 million to the OPEB Fund.

TOWN DEPARTMENTS

The FY-2016 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$37,338,479. This represents a \$1,009,933 or 2.8% increase over the FY-2015 appropriation of \$36,328,546. This budget recommendation includes Personal Services and Operating Expenses for all Town departments. The FY-2016 Recommended Budgets for the Water and Sewer Enterprises are \$4,754,626 and \$2,475,050 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY-2016 Recommended Budget for the School Department is \$72,873,529. This sum represents a \$1,969,077 or 2.8% increase over the FY-2015 appropriation of \$70,904,452. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request, which will be subject to review by the School Committee, Finance Committee, and Board of Selectmen prior to the 2015 Annual Town Meeting in April. A summary of the School Department budget is included in the School Budget section herein.

FIXED COSTS AND OBLIGATIONS

- **Regional High Schools.** For FY-2016, the sum of \$510,000 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex Agricultural and Technical High School. This is a preliminary estimate and will change when the two Regional School Committees vote on their appropriations in the coming months.
- **Debt Service.** The sum of \$15,443,134 is recommended for Debt Service in FY-2016. The debt service for several School Building projects and the Public Safety Center is financed through Proposition 2½ debt exclusions. Most of the increase in the FY-2016 amount is due to planned borrowing for previously authorized capital projects, as well as the principal and interest for the new Bancroft Elementary School. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.
- **Employee Health Insurance.** The sum of \$17,500,000 is recommended for FY-2015. This figure provides for a 9% potential rate increase, as well as for an additional number of new subscribers and retirees in FY-2016. It also includes the health insurance for retired teachers, which was previously provided by the state Group Insurance Commission (GIC), with the costs being indirectly charged back to the Town through a Cherry Sheet assessment. This preliminary amount is subject to change based on the results of the Request for Proposals process currently underway.

- **Retirement Fund.** The sum of \$7,946,015 is recommended for FY-2016. This appropriation represents a \$1,533,899 increase over FY-2015. It reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2032. The retirement system will undergo its next bi-annual actuarial update as of January 1, 2016, which will provide updated cost projections going forward. The results of the updated report will determine the appropriation levels for FY-2018 & FY-2019.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY-2016 totals \$2,450,000 and is based on allocating 1.6% of the General Fund revenues to this purpose. A summary of the proposed FY-2016 CIP is included in the back of this document.

WARRANT ARTICLES & OFFSET EXPENDITURES

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$5,330,393 for FY-2016. Offset Expenditures are proposed at \$2,348,000 to be funded through a combination of Offset Local Revenues and Other Available Funds.

REVENUES

At this time it is projected that the total revenue and other funding sources available and recommended for the FY-2016 Budget is \$171,931,079. Property taxes account for 74.3% of the Town's total revenue sources available to fund the FY-2016 budget. Local revenues sources account for 10.8% of the budgeted revenues, while State Aid contributes 7.5%, and Water and Sewer receipts 7.3%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

- **Property Taxes.** FY-2016 Property Taxes are recommended at \$123,492,069. This is a 4.8% increase over the FY-2015, and includes \$1.1 million in unused levy capacity. There is also an additional \$4.3 million of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$1,800,000 for FY-2016, representing a three-year average.

- **State Aid.** The sum of \$12,928,459 is included in revenues to reflect Andover's estimated State Aid for FY-2016. This reflects a \$310,692 or 2.5% increase over the Town's FY-2015 State Aid of \$12,617,767.

- **Local Revenues.** Local revenues are projected at \$12,268,050 for FY-2016. This figure includes \$2,113,000 of departmental retained receipts used to offset their budgets. This Local Revenue figure reflects modest up-ticks in several categories due to additional activity in licenses and permits, as well as in meals and hotel/motel excise taxes.

- **Water and Sewer Enterprise Funds.** The Water and Sewer Enterprise revenues and transfers are projected at \$12,615,100 for FY-2016.

- **Free Cash.** The Town's Free Cash that will be available for the 2015 Annual Town Meeting is estimated at \$5.7 million. The Recommended FY-2016 Budget proposes to appropriate \$4,042,000 from Free Cash into the following accounts: \$1 million to the OPEB Trust Fund; \$1 million to the Ledge Road Landfill Stabilization Fund; \$1,042,000 million for capital projects; \$768k to the Bond Premium Stabilization Fund; and \$232k to the General Stabilization Fund. There is no use of Free Cash being proposed to support operating budgets.

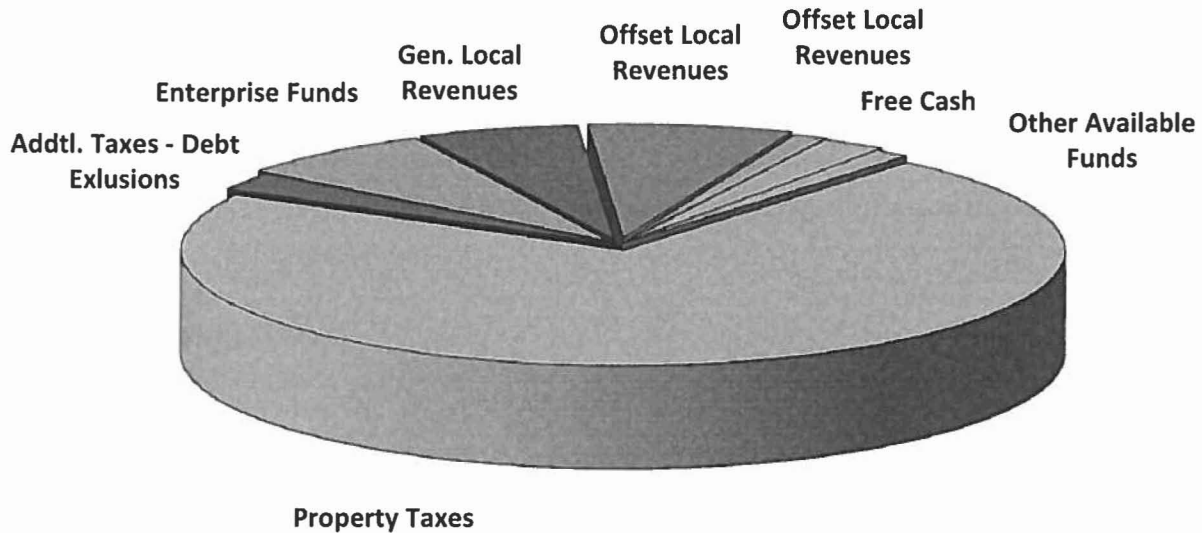
Total FY16 Recommended Budget Summary

2/6/2015

<u>REVENUES</u>	<u>FY2015 Approved</u>	<u>FY2016 TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$117,795,354	\$123,492,069	\$5,696,715	4.8%
Addtl. Taxes - Debt Exclusion	\$4,438,406	\$4,298,263	(\$140,143)	-3.2%
State Aid	\$12,617,767	\$12,928,459	\$310,692	2.5%
General Local Revenues	\$10,027,000	\$10,155,050	\$128,050	1.3%
Water & Sewer Enterprises	\$12,067,999	\$12,615,100	\$547,101	4.5%
Offset Dept Revenues	\$2,131,500	\$2,113,000	(\$18,500)	-0.9%
Other Avail. Funds - Budget	\$561,638	\$596,438	\$34,800	6.2%
Other Avail. Funds - Articles	\$1,470,421	\$1,690,700	\$220,279	15.0%
Free Cash	<u>\$3,300,000</u>	<u>\$4,042,000</u>	<u>\$742,000</u>	<u>22.5%</u>
	\$164,410,085	\$171,931,079	\$7,520,994	4.6%

<u>EXPENSES</u>	<u>FY2015 Approved</u>	<u>FY2015 TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$70,904,452	\$72,873,529	\$1,969,077	2.8%
Town Departments	\$36,328,546	\$37,338,479	\$1,009,933	2.8%
Health Insurance & RMTs	\$15,885,091	\$17,500,000	\$1,614,909	10.2%
Debt Service	\$14,998,236	\$15,443,133	\$444,897	3.0%
Retirement	\$6,412,116	\$7,946,015	\$1,533,899	23.9%
Water & Sewer	\$6,949,026	\$7,229,676	\$280,650	4.0%
Other Obligations	\$3,688,612	\$3,471,854	(\$216,758)	-5.9%
Capital Projects Fund	\$2,370,000	\$2,450,000	\$80,000	3.4%
Offset Expenditures	\$2,356,500	\$2,348,000	(\$8,500)	-0.4%
Warrant Articles	<u>\$4,517,506</u>	<u>\$5,330,393</u>	<u>\$812,887</u>	<u>18.0%</u>
	\$164,410,085	\$171,931,079	\$7,520,994	4.6%

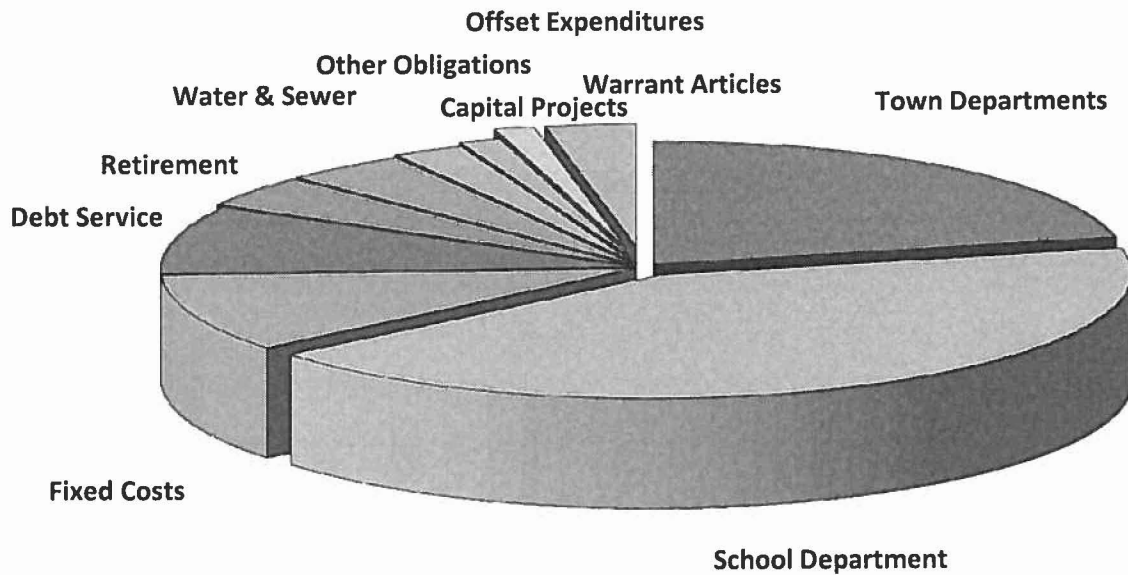
SOURCES OF FUNDS - FY2016



FY16 REVENUES - 2/6/15

Property Taxes	\$123,492,069	71.8%
Addtl. Taxes - Debt Exclusions	\$4,298,263	2.5%
Enterprise Funds	\$12,615,100	7.3%
Gen. Local Revenues	\$10,155,050	5.9%
State Aid	\$12,928,459	7.5%
Offset Local Revenues	\$2,113,000	1.2%
Free Cash	\$4,042,000	2.4%
Other Available Funds	<u>\$2,287,138</u>	1.3%
	\$171,931,079	100.0%

USES OF FUNDS - FY2016



FY16 EXPENSES - 2/6/15

Town Departments	\$37,338,479	21.7%
School Department	\$72,873,529	42.4%
Health Insurance	\$17,500,000	10.2%
Debt Service	\$15,443,133	9.0%
Retirement	\$7,229,676	4.2%
Water & Sewer	\$7,229,676	4.2%
Other Obligations	\$4,188,193	2.4%
Capital Projects	\$2,450,000	1.4%
Offset Expenditures	\$2,348,000	1.4%
Warrant Articles	<u>\$5,330,393</u>	3.1%
	\$171,931,079	100.0%

OTHER APPROPRIATION ARTICLES

The following Town Meeting Warrant Articles represent proposed appropriations, in addition to the Operating Budget and Capital Projects Fund appropriations, which will have a financial impact in the current, next or future fiscal years, and do not include transfers from previously approved appropriations. These articles can be submitted by Town Departments, Boards, Commissions or by private citizen petition. If approved at the Annual Town Meeting, these articles will be funded from free cash, taxation, borrowing, enterprise reserves, or other available funds.

From Free Cash

Supplemental Appropriations – FY2015 Budget	?
Free Cash for the FY2016 Budget	\$0
Appropriation to the General Stabilization Fund	\$232,000
Appropriation to the Bond Premium Stabilization Fund	\$768,000
Appropriation to the Ledge Road Landfill Stabilization Fund	\$1,000,000
Appropriation to the OPEB Trust Fund	\$1,000,000
Appropriations to fund five capital requests (FR-4, DPW-7b, P&F-7, P&F-10, SCH-4)	\$1,042,000

From Taxation

Jerry Silverman Fireworks	\$14,000
Elderly/Disabled Transportation Program	\$12,000
Support for Civic Events	\$5,000
Annual Computer Replacement Program Software	\$111,360
Town Meeting Electric Voting (Private)	\$35,000

From General Fund Borrowing

Safety & Security Communication Enhancements	\$600,000
Minor Storm Drain Improvements	\$300,000
Sidewalk Construction – Woburn Street	\$113,000
Town Building & Facility Maintenance	\$1,200,000
School Building Maintenance & Renovation	\$455,000
School Site Improvement Design – West Elementary School	\$319,000
AHS Library/Media Center Renovations	\$1,950,000
AHS Library/Media Center Renovations (Private / Duplicate)	\$1,950,000
River Street Sidewalk Construction (Private)	\$301,000
Deyermont Park Ball Fields Lighting (Private)	\$200,000

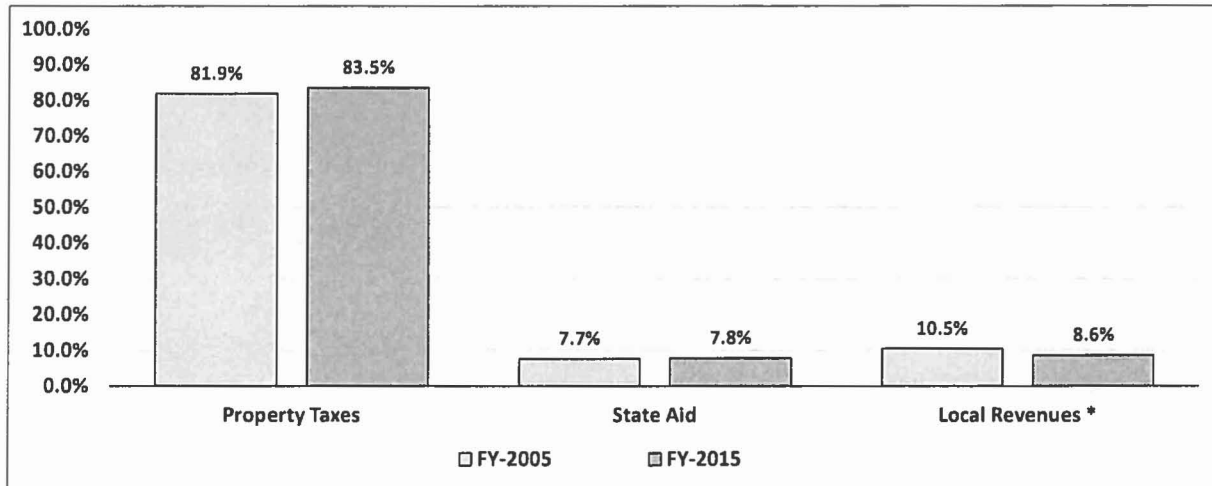
From Special Dedicated Funds

Annual Computer Replacement Program Leases (Cable Franchise Fees)	\$291,033
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000

From Water & Sewer Enterprise Funds

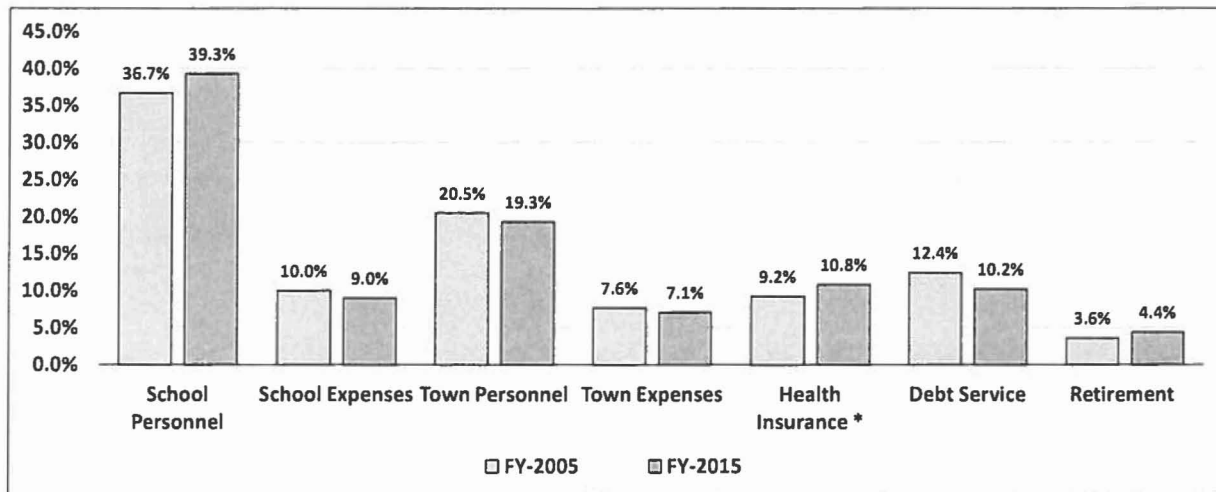
Water & Sewer Vehicles (Water Reserves)	\$55,000
Water Main Replacement Projects (Water Borrowing)	\$1,700,000
Water Treatment Plant GAC Replacement (Water Reserves)	\$500,000
Water Treatment Plant Maintenance (Water Reserves)	\$300,000

10 Year Proportional Change to Major Gen. Fund Revenues FY-2005 - FY-2015



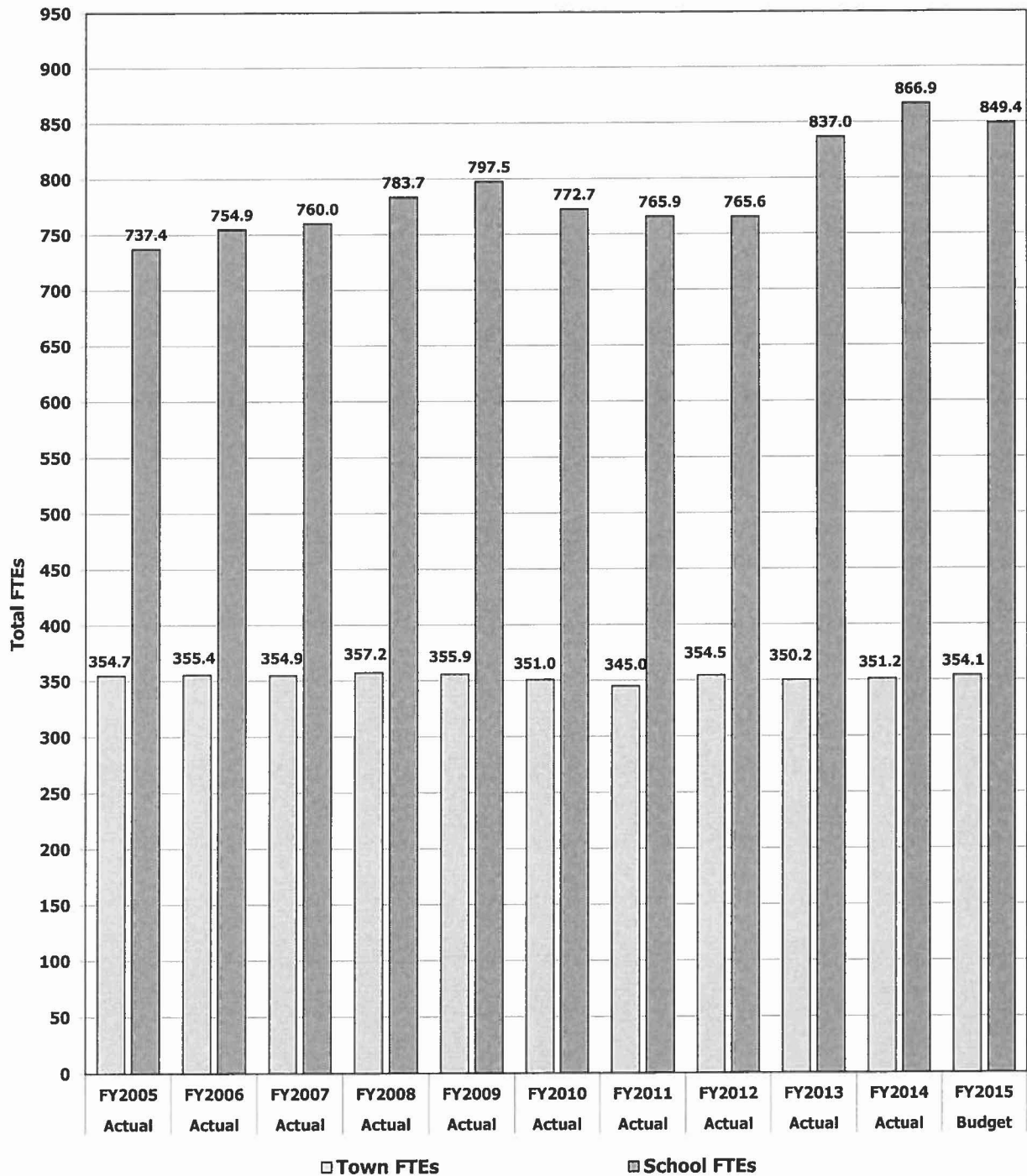
Major Gen. Fund Revenues	FY-2005	Pct. %	FY-2015	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$78,332,364	81.9%	\$117,795,354	83.5%	\$39,462,990	50.4%	\$3,946,299	5.0%
State Aid	\$7,341,111	7.7%	\$11,066,411	7.8%	\$3,725,300	50.7%	\$372,530	5.1%
Local Revenues *	\$10,028,820	10.5%	\$12,158,500	8.6%	\$2,129,680	21.2%	\$212,968	2.1%
<i>* Including Dept. Offset Receipts</i>	\$95,702,295	100.0%	\$141,020,265	100.0%	\$45,317,970		\$4,531,797	

10 Year Proportional Change to Major Gen. Fund Expenditures FY-2005 - FY-2015



Major G.F. Expenditures	FY-2005	Pct. %	FY-2015	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$38,206,785	36.7%	\$57,710,706	39.3%	\$19,503,921	51.0%	\$1,950,392	5.1%
School Expenses	\$10,392,602	10.0%	\$13,193,746	9.0%	\$2,801,144	27.0%	\$280,114	2.7%
Town Personnel	\$21,316,875	20.5%	\$28,322,381	19.3%	\$7,005,506	32.9%	\$700,551	3.3%
Town Expenses	\$7,961,613	7.6%	\$10,362,665	7.1%	\$2,401,052	30.2%	\$240,105	3.0%
Health Insurance *	\$9,592,033	9.2%	\$15,885,091	10.8%	\$6,293,058	65.6%	\$629,306	6.6%
Debt Service	\$12,915,086	12.4%	\$14,998,236	10.2%	\$2,083,150	16.1%	\$208,315	1.6%
Retirement	\$3,735,549	3.6%	\$6,412,116	4.4%	\$2,676,567	71.7%	\$267,657	7.2%
<i>* Including RMTs in GIC</i>	\$104,120,543	100.0%	\$146,884,941	100.0%	\$42,764,398		\$4,276,440	

Town & School Employees (FTEs) FY2005 - FY2015



	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Budget FY2015	10-Yr FTE Change
Town FTEs	354.7	355.4	354.9	357.2	355.9	351.0	345.0	354.5	350.2	351.2	354.1	-0.6
School FTEs	737.4	754.9	760.0	783.7	797.5	772.7	765.9	765.6	837.0	866.9	849.4	112.0
Total FTEs	1,092.1	1,110.3	1,114.9	1,140.9	1,153.4	1,123.7	1,110.8	1,120.1	1,187.2	1,218.1	1,203.5	111.4

STATE AID and ASSESSMENTS

	FINAL FY2012	FINAL FY2013	FINAL FY2014	FINAL FY2015	ESTIMATE FY2016
<u>STATE AID</u>					
Chapter 70 Education Aid	6,928,057	7,950,343	8,465,632	9,042,864	9,314,150
School Construction Reimb SBAB	1,551,447	1,551,447	1,551,356	1,551,356	1,551,356
Charter Tuition Assessment Reimbursement	1,786	8,256	12,667	21,637	19,752
Reserved for School Lunch and Libraries	65,349	64,413	69,728	77,836	70,616
State Owned Property	196,191	196,254	200,144	210,663	216,983
Regional Public Libraries	-	-	-	-	-
Police Career Incentive	-	-	-	-	-
Exemptions/Vet, Blind, Surviving Spouse	46,176	44,016	44,385	42,050	42,050
Exemptions/Elderly	-	-	-	-	-
Veterans Benefits	74,068	74,459	86,459	81,374	83,815
General Government Aid	<u>1,402,081</u>	<u>1,511,358</u>	<u>1,547,083</u>	<u>1,589,987</u>	<u>1,629,737</u>
TOTAL	10,265,155	11,400,546	11,977,454	12,617,767	12,928,459

ASSESSMENTS

Retired Teachers Health Insurance *	1,914,379	1,954,609	2,235,835	214,134	-
Mosquito Control Projects	108,630	114,084	115,646	116,017	118,917
Air Pollution Districts	12,225	12,490	13,059	13,129	13,130
RMV Non-Renewal Surcharge	34,600	35,400	34,760	36,740	37,659
MBTA	56,525	85,343	78,730	51,749	51,749
Merrimack Valley Regional Transit Authority	152,939	130,460	138,792	170,867	175,993
Special Education	13,389	13,834	14,384	14,395	14,664
School Choice Sending Tuition	10,000	5,000	5,000	6,700	-
Charter School Sending Tuition	25,228	43,895	47,613	77,765	80,573
Essex Tech Inst. Sending Tuition	<u>98,175</u>	<u>87,325</u>	<u>125,532</u>	-	-
TOTAL	2,426,090	2,482,440	2,809,351	701,496	492,685

NET STATE AID 7,839,065 8,918,106 9,168,103 11,916,271 12,435,774

* - Retired Teachers part of Town Health Program as of 9/1/14



OPERATING BUDGET REQUESTS FY2016

ARTICLE 4 FY2016 OPERATING BUDGET

2/6/15

LINE ITEM	DEPARTMENT	EXPENDED FY2013	EXPENDED FY2014	BUDGET FY2015	TM REC FY2016
	<u>PUBLIC SAFETY</u>				
1	PERSONAL SERVICES	13,333,740	13,281,815	13,978,678	14,014,669
2	OTHER EXPENSES	<u>1,218,503</u>	<u>1,469,303</u>	<u>1,559,212</u>	<u>1,590,676</u>
	TOTAL	14,552,243	14,751,118	15,537,890	15,605,345
<i>Includes \$210,000 Parking Receipts; \$80,000 Detail Fees; and \$1,300,000 Ambulance Collections</i>					
	<u>GENERAL GOVERNMENT / IT / CD&P</u>				
3	PERSONAL SERVICES	5,184,416	5,194,308	5,391,742	5,550,866
4	OTHER EXPENSES	<u>1,885,815</u>	<u>1,837,202</u>	<u>1,996,392</u>	<u>2,004,073</u>
	TOTAL	7,070,231	7,031,510	7,388,134	7,554,939
<i>Includes \$25,000 Wetland Filing Fees</i>					
	<u>MUNICIPAL SERVICES (DPW/P&F)</u>				
5	PERSONAL SERVICES	4,815,090	4,727,341	5,089,141	5,187,649
6	OTHER EXPENSES	<u>5,525,608</u>	<u>5,679,810</u>	<u>5,477,191</u>	<u>5,645,309</u>
	TOTAL	10,340,698	10,407,151	10,566,332	10,832,958
<i>Includes \$70,000 Rental Receipts, \$46,000 Cemetery Revenue and \$11,000 AYF Gift</i>					
	<u>LIBRARY</u>				
7	PERSONAL SERVICES	1,893,681	1,907,903	1,988,517	2,011,983
8	OTHER EXPENSES	<u>585,996</u>	<u>610,792</u>	<u>641,000</u>	<u>669,359</u>
	TOTAL	2,479,677	2,518,695	2,629,517	2,681,342
	<u>COMMUNITY / YOUTH / ELDER SERVICES</u>				
9	PERSONAL SERVICES	1,196,613	1,273,316	1,324,303	1,372,547
10	OTHER EXPENSES	<u>413,541</u>	<u>447,769</u>	<u>488,870</u>	<u>519,350</u>
	TOTAL	1,610,154	1,721,085	1,813,173	1,891,897
<i>Includes \$520,000; \$38,000 in User Fees, \$59,000 Grants and \$19,000 AYF Gift</i>					
	<u>UNCLASSIFIED</u>				
11	COMPENSATION FUND	-	-	550,000	950,000
12	RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>
	TOTAL			750,000	1,150,000
	<u>TOWN DEPTS. TOTAL</u>				
	PERSONAL SERVICES	26,423,540	26,384,683	28,322,381	29,087,714
	OTHER EXPENSES	9,629,463	10,044,876	10,362,665	10,628,767
	<i>Less Budgeted Revenues</i>	<u>(1,971,255)</u>	<u>(2,233,755)</u>	<u>(2,356,500)</u>	<u>(2,378,000)</u>
	NET TOTAL	34,081,748	34,195,804	36,328,546	37,338,479

**ARTICLE 4
FY2016
OPERATING BUDGET**

2/6/15

LINE ITEM	DEPARTMENT	EXPENDED FY2013	EXPENDED FY2014	BUDGET FY2015	TM REC FY2016
	<u>ANDOVER SCHOOL DEPT</u>				
	PERSONAL SERVICES	52,934,055	56,217,707	57,710,706	58,408,133
	OTHER EXPENSES	<u>13,818,622</u>	<u>12,709,886</u>	<u>13,193,746</u>	<u>14,465,396</u>
13	TOTAL	66,752,677	68,927,593	70,904,452	72,873,529

LINE ITEM	DEPARTMENT	EXPENDED FY2013	EXPENDED FY2014	BUDGET FY2015	TM REC FY2016
	<u>SEWER</u>				
14	PERSONAL SERVICES	415,588	285,951	301,400	295,150
15	OTHER EXPENSES	<u>1,784,388</u>	<u>1,703,832</u>	<u>2,080,848</u>	<u>2,179,900</u>
	TOTAL	2,199,976	1,989,783	2,382,248	2,475,050
	<u>WATER</u>				
16	PERSONAL SERVICES	1,659,122	1,854,417	1,839,819	1,908,276
17	OTHER EXPENSES	<u>2,252,792</u>	<u>2,772,268</u>	<u>2,726,959</u>	<u>2,846,350</u>
	TOTAL	3,911,914	4,626,685	4,566,778	4,754,626
	<u>SEWER and WATER TOTAL</u>	6,111,890	6,616,468	6,949,026	7,229,676
	<i>Less Budgeted Revenues</i>	-	-	-	-
	NET TOTAL	6,111,890	6,616,468	6,949,026	7,229,676

LINE ITEM	DEPARTMENT	EXPENDED FY2013	EXPENDED FY2014	BUDGET FY2015	TM REC FY2016
	<u>OBLIGATIONS</u>				
18	TECHNICAL SCHOOLS	399,331	330,974	528,842	510,000
19	DEBT SERVICE	11,468,118	12,822,919	14,998,238	15,443,134
20	GENERAL INSURANCE	717,613	777,873	714,686	732,553
21	UNEMPLOYMENT COMP.	121,000	275,000	320,000	158,000
22	RETIREMENT FUND	5,317,870	5,746,224	6,412,116	7,946,015
23	HEALTH INSURANCE FUND	13,790,500	14,000,000	15,670,957	17,500,000
24	OPEB	<u>300,000</u>	<u>325,000</u>	<u>400,000</u>	<u>500,000</u>
	TOTAL	32,114,432	34,277,990	39,044,839	42,789,702
	<i>Includes \$325,438 from Cable Funds</i>				

	GRAND TOTAL	141,032,002	146,251,610	155,583,363	162,609,388
	<i>Less Budgeted Revenues</i>	<u>(1,971,255)</u>	<u>(2,233,755)</u>	<u>(2,693,137)</u>	<u>(2,703,438)</u>
	NET TOTAL	139,060,747	144,017,855	152,890,226	159,905,950

TOWN MODERATOR/SELECTMEN

Town Moderator

The Town Moderator is elected for a one-year term by the registered voters. The Moderator presides over town meetings and appoints the nine-member Finance Committee.

Board of Selectmen

The Board of Selectmen is the policy-making body of the Town Government, except as otherwise directed by statutes or by the Town Charter. Registered voters of the Town of Andover elect five individuals who serve as members for three-year terms. The Selectmen appoint the Town Manager, Town Accountant, Zoning Board of Appeals, and Board of Registrars.

TOWN OF ANDOVER FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
TOWN MODERATOR GENERAL GOVERNMENT						
011141 TOWN MODERATOR SALARY						
5130 PART TIME	310	250	250	250	250	250
TOTAL TOWN MODERATOR SALARY	310	250	250	250	250	250
 TOTAL TOWN MODERATOR	 310	 250	 250	 250	 250	 250
 BOARD OF SELECTMEN GENERAL GOVERNMENT						
011221 SELECTMAN SALARIES						
5130 PART TIME	18,600	19,800	19,000	19,000	19,000	19,000
TOTAL SELECTMAN SALARIES	18,600	19,800	19,000	19,000	19,000	19,000
011222 SELECTMAN EXPENSES						
5295 OTHR SVCS	275	423	500	500	500	500
5310 OFFICE SUP	66	25	150	150	150	150
5700 UNCLAS EXP	3,214	7,523	4,000	4,000	4,000	4,000
5710 TRAVEL	658	300	1,500	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	7,364	6,895	7,500	7,500	7,500	7,500
TOTAL SELECTMAN EXPENSES	11,577	15,166	13,650	13,650	13,650	13,650
 TOTAL BOARD OF SELECTMEN	 30,177	 34,966	 32,650	 32,650	 32,650	 32,650

FINANCE COMMITTEE

Finance Committee Description

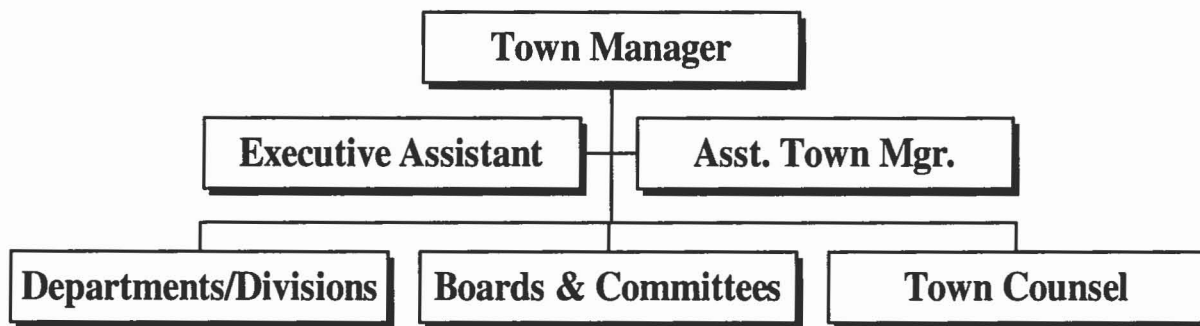
The Finance Committee is a nine-member volunteer committee appointed by the Town Moderator. The Finance Committee is required by Town bylaw to prepare and mail to each household the Finance Committee's recommendation in the annual budget and other items of financial impact. The Committee also has similar responsibilities for a special town meeting.

TOWN OF ANDOVER FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
FINANCE COMMITTEE						
GENERAL GOVERNMENT						
011312 FINANCE COMMITTEE EXPENSES						
5225 POSTAGE	5,835	4,613	6,200	6,200	6,200	6,200
5270 PRINTING	19,023	16,852	20,000	20,000	20,000	20,000
5295 OTHER SERVICES	163	-	-	-	-	-
5310 OFFICE SUP	-	-	100	100	100	100
5730 DUES/SUBSCRIPTIONS	546	553	600	600	600	600
TOTAL FINANCE COMMITTEE EXPENSES	25,567	22,018	26,900	26,900	26,900	26,900
TOTAL FINANCE COMMITTEE	25,567	22,018	26,900	26,900	26,900	26,900



TOWN MANAGER



TOWN MANAGER

Town Manager

The Town Manager is the chief administrator, chief fiscal officer, and chief personnel officer who oversees all town departments. The Manager is responsible for ensuring that the boards, officers and representatives of the Town comply with policy determinations of the Selectmen. The Town Manager appoints and supervises all employees, officers and boards not appointed by the Selectmen or Town Moderator.

Mission Statement

To implement the policies established by the Board of Selectmen, to provide the overall administration to the Town's municipal organization, and to foster continuous improvement and customer focused services and programs.

FY2016 Objectives

- ♦ To carry out the Board of Selectmen's goals and objectives, and to provide continuous support and guidance in areas of policy analysis, policy implementation, and attainment of the Town's mission, values, and vision.
- ♦ To continue management and/or department consolidation and/or restructuring that result in sustainable savings.
- ♦ To continue to explore outsourcing and/or privatizing opportunities that result in sustainable savings.
- ♦ To oversee the Town's buildings, grounds and infrastructure capital improvement projects, including the Ledge Road Land Fill capping project, etc.
- ♦ To continue the acquisition of open space and to preserve this natural resource for the enjoyment of our citizens.
- ♦ To work with the School Committee and Administration on the proposed Andover High School Library and Media Center renovation project.
- ♦ To work with the Ballardvale Fire Station Building Committee on the design, engineering and construction of renovations and additions to the existing Ballardvale Fire Station.
- ♦ To continue to improve the Town's communications and 24/7 E-government to promote enhanced customer service and access to municipal information, including the installation of a new Voice Over IP phone system and a new Town website.
- ♦ To work with the Andover Youth Center Building Committee on the construction of the new Cormier Family Youth Center.
- ♦ To work with staff and the Selectmen on the development of more feasible lower cost options for the design and construction of a new Town Yard/Municipal Services Facility, either at the existing Lewis Street site, on alternative Town-owned land, or private site(s).
- ♦ To continue to provide outstanding public service by ensuring our employees are well trained in customer service, and by pursuing innovative solutions to the challenges of delivering quality municipal services.
- ♦ To use the results of the 2012 Citizens Survey to improve municipal programs, activities and services in order to meet the current expectations of Andover's residents.
- ♦ To continue to use and refine the Debt Analysis Tool to evaluate the fiscal impact of capital projects against existing debt, the Town's debt ratio, the impact of delaying debt, and the taxpayers ability to pay.

TOWN MANAGER

- ♦ To collect, compile and analyze comparative performance data against other municipalities in Massachusetts and nationwide.
 - ♦ To reduce the Town's long-term OPEB liabilities by implementing recommendations in the OPEB report.
 - ♦ To implement the "In Lieu of Taxes" program that encourages non- tax paying entities to provide services or PILOT payments to help offset the cost of providing Town services.
 - ♦ To achieve cost savings / cost sharing with the unions in the next round collective bargaining.
 - ♦ To continue the process improvement project with the CD&P boards, committees and staff to improve the permitting approval process for commercial, industrial, and residential permits.
-
-

PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>		<u>FTE</u> <u>FY2013</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>REQ</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>
TOWN MANAGER							
	Town Manager	1.0	1.0	1.0	1.0	1.0	175,000
JM-4	Assistant Town Manager	1.0	1.0	1.0	1.0	1.0	124,252
J-20	Executive Assistant	1.0	1.0	1.0	1.0	1.0	64,124
	Meeting Recording Secretary						2,000
	Unclassified						24,057
		3.0	3.0	3.0	3.0	3.0	389,433
TOWN CLERK							
M-1	Town Clerk	1.0	1.0	1.0	1.0	1.0	98,806
I-20	Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	70,908
I-14	Records Specialist	1.0	1.0	1.0	1.0	1.0	56,615
I-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	53,387
	Unclassified						11,600
		4.0	4.0	4.0	4.0	4.0	291,316
VETERANS SERVICES							
I-20	Director Veterans Services	1.0	1.0	1.0	1.0	1.0	76,194
		1.0	1.0	1.0	1.0	1.0	76,194

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

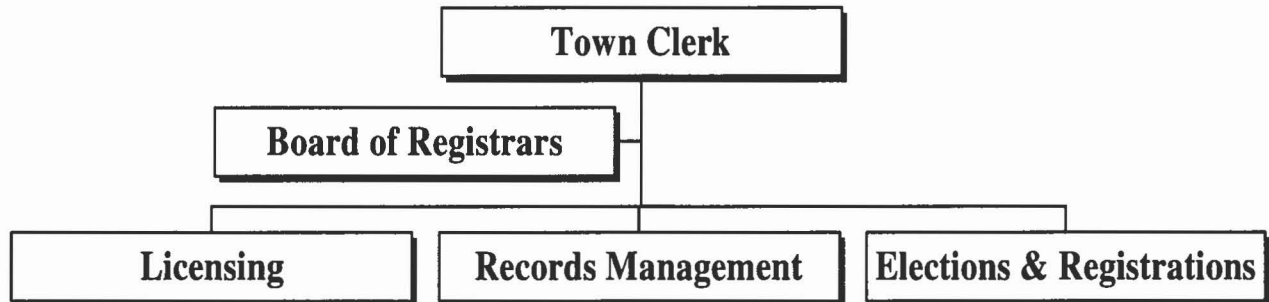
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
TOWN MANAGER GENERAL GOVERNMENT						
011231 TOWN MANAGER SALARIES						
5110 REG WAGES	347,041	358,023	369,731	369,731	387,433	387,433
5120 OVERTIME	1,378	2,323	2,600	2,600	2,600	2,600
5130 PART-TIME	-	38	2,000	2,000	2,000	2,000
5187 RETRO WAGES	5,746	6,368	-	-	-	-
TOTAL TOWN MANAGER SALARIES	354,165	366,752	374,331	374,331	392,033	392,033
011232 TOWN MANAGER EXPENSES						
5270 PRINTING	2,653	2,273	3,000	3,000	3,000	3,000
5295 OTHR SVCS	8,086	7,193	7,500	7,500	7,500	7,500
5310 OFFICE SUP	773	1,148	1,000	1,000	1,000	1,000
5394 SUPPLIES/BOOKS	-	-	200	200	200	200
5710 TRAVEL	5,344	4,959	4,500	4,500	4,500	4,500
5720 TRAVEL OUT OF STATE	-	-	-	-	-	-
5730 DUES/SUBSCRIPTIONS	2,679	2,858	2,800	2,800	3,300	3,300
TOTAL TOWN MANAGER EXPENSES	19,535	18,431	19,000	19,000	19,500	19,500
TOTAL TOWN MANAGER	373,700	385,183	393,331	393,331	411,533	411,533

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
TOWN COUNSEL GENERAL GOVERNMENT						
011512 TOWN COUNSEL						
5295 LEGAL	612,279	445,290	510,000	470,000	470,000	470,000
TOTAL LEGAL SERVICES	612,279	445,290	510,000	470,000	470,000	470,000
TOTAL LEGAL SERVICES	612,279	445,290	510,000	470,000	470,000	470,000



TOWN CLERK



TOWN CLERK

Department Description

Vital record filing (birth, death and marriage records) and reporting to the State are important functions of the Town Clerk's Office. A considerable amount of time is spent on properly recording and providing public access to these records. The office also manages records and provides access to Business Certificates filings, Town Meeting and Election minutes. Planning Board and Zoning Board of Appeals determinations are also filed with the Town Clerk's Office. The Town Clerk's Office also publishes and maintains Open Meeting Law postings, distributes educational material relating to the Open Meeting Law and the Conflict of Interest Law and maintains compliance records. A record storage and retention system is in place and organized by this department in accordance with the State's Public Record Retention regulations.

Most of the Town's licensing is initially filed with the Town Clerk's Office and is approved by the Board of Selectmen. These licenses include: Alcoholic Beverage, Common Victualler, Public Vehicle for Hire, Storage of Inflammables, Raffles & Bazaars, Lodging Houses, Dog licenses, Entertainment licenses, Motor Vehicles Class I and II among others.

The Town Clerk's Office, along with the Board of Registrars, is responsible for the maintenance of the State's computerized Voter Registration System for the Town. Other related responsibilities are: Town Meeting, Town and State Elections, the registration of voters, maintenance of the Street List and voter list through the yearly mailing of the Town Census, the certification of nomination papers, warrant articles for Town Meeting and all Initiative Petitions.

The Town Clerk is also responsible for the management of Political Campaign Finance Reporting for candidates for Town Offices and Political Committees organized for or against Ballot Questions.

The Goals of the Town Clerk's Office are:

- To provide an environment where customers feel their needs are our top priority.
- To look for innovative ways to provide consistent quality service to our residents ensuring customer satisfaction and fostering community spirit.
- To present the Town Clerk's Office as a central information point for local residents and citizens at large.
- To instill a high level of confidence as to the integrity of the electoral process by providing information and education to the community.
- To provide staff with the training and education necessary for a high level of job satisfaction by utilizing current technology and available resources.
- To foster cooperation and coordination between departments to provide the Town with quality customer service.

Mission Statement

To uphold the integrity of the democratic process, to maintain and preserve public records, to foster cooperation and coordination between departments and to act in the best interest of the community and the State by providing innovative, efficient, quality service.

TOWN CLERK

FY2016 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the March 2014 Presidential Primary
- To manage the Annual Town Election and the Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections which may be called during this fiscal year
- To continue to recruit and train election workers in election procedures, rules and regulations.
- To be proactive in community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficient elections.
- To monitor progress of proposed legislation; be prepared to implement any changes in election laws and procedures.

RECORD MANAGEMENT

- To continue to work with Town offices on our record management program.
- To continue the scanning of vital records for electronic issuance.
- To implement the Vitals Information Partnership with the Registry of Vital Records and Statistics

TOWN LICENSING

- To continue educating and informing the public of licensing obligations and administrative procedures.
- Work with the Town to implement Town wide "View Permit" permitting/licensing system.

TRAINING

- To continue to provide office staff with computer training in data base programs and customer service skills.

COMMUNICATIONS

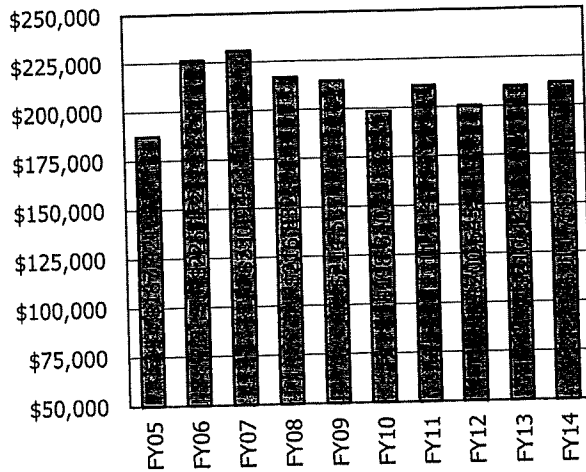
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, cable TV, newsletters and mailings that may be available from time to time.

CUSTOMER SERVICE

- To improve customer service and satisfaction through training, education and customer outreach.
-

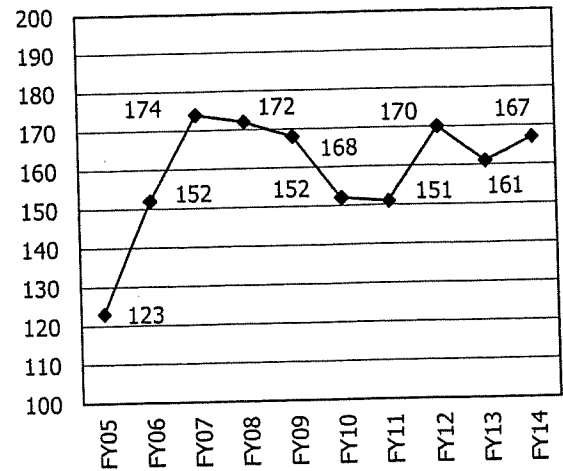
TOWN CLERK PERFORMANCE STATISTICS

FEE REVENUES



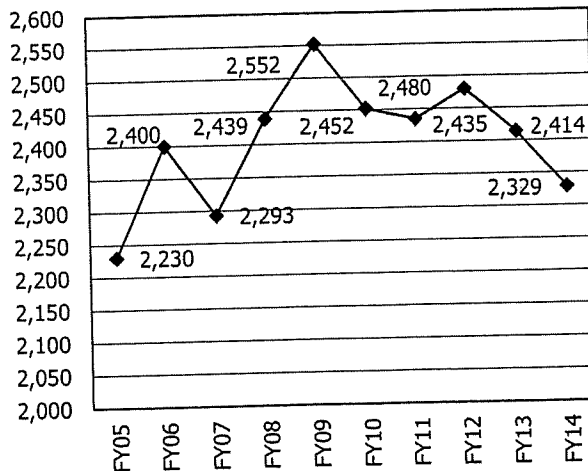
Benchmark (prior 3-yr avg):	\$207,301
Most Recent:	\$211,768
Change from Benchmark:	+\$4,467
Change from Prior Year:	+\$1,623

BUSINESS CERTIFICATES



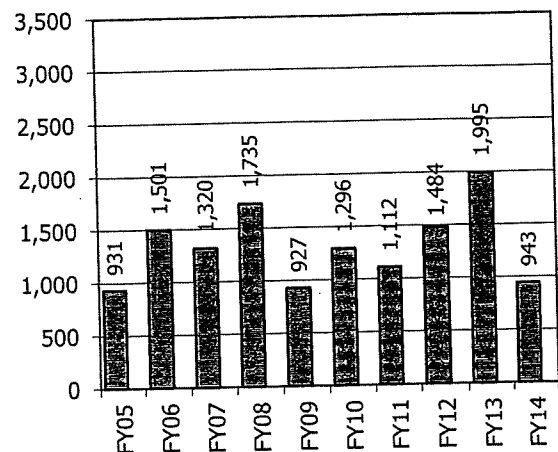
Benchmark (prior 3-yr avg):	161
Most Recent:	167
Change from Benchmark:	+6
Change from Prior Year:	+6

DOG LICENSES



Benchmark (prior 3-yr avg):	2,443
Most Recent:	2,329
Change from Benchmark:	-114
Change from Prior Year:	-85

NEW VOTER REGISTRATIONS



Benchmark (prior 3-yr avg):	1,530
Most Recent:	943
Change from Benchmark:	-587
Change from Prior Year:	-1,052

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
JWN CLERK						
GENERAL GOVERNMENT						
11611 TOWN CLERK SALARIES						
5110 REG WAGES	271,802	277,759	287,851	287,851	292,336	292,366
5120 OVERTIME	8,782	3,550	5,480	5,480	5,100	5,100
5130 PART TIME	-	-	-	-	-	-
5135 PT ELECT	58,401	17,081	46,040	46,040	33,774	33,774
5187 RETRO WAGES	2,847	5,086	-	-	-	-
TOWN CLERK SALARIES	341,832	303,476	339,371	339,371	331,210	331,240
11612 TOWN CLERK EXPENSES						
5225 POSTAGE	7,777	8,575	12,150	12,150	13,440	13,440
5250 ADVRTSNG	906	727	2,000	2,000	2,000	2,000
5270 PRINTING	13,061	12,521	14,725	14,725	15,475	15,475
5271 CREDIT CARD FEES	-	-	-	-	1,000	1,000
5282 REP-OFF EQ	4,346	4,763	8,200	8,200	8,200	8,200
5295 OTHR SVCS	33,536	36,518	33,290	33,290	22,420	22,420
5310 OFFICE SUP	2,513	980	3,000	3,000	3,000	3,000
5420 OFF EQUIP	1,799	86	1,800	1,800	16,800	1,800
5710 TRAVEL	312	498	2,000	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	528	370	1,066	1,066	1,066	1,066
TOWN CLERK EXPENSES	64,778	65,038	78,231	78,231	85,401	70,401
TOTAL TOWN CLERK	406,610	368,514	417,602	417,602	416,611	401,641

VETERANS SERVICES DIVISION

Department Description

The Veterans Services Division provides two distinct Veterans Programs; a benefits program and a service program for Andover's 3000 veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for needy eligible veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all veterans' graves be properly cared for and decorated. It also provides for proper burial of a veteran with financial assistance provided if necessary. There are over three thousand six hundred veterans interred within the Town's ten cemeteries. Memorial Day, Veterans Day, September 11th, Flag Day, and other civic/patriotic observances are run by this office. Additionally, all privately owned vehicular claims brought against the Town due to road hazards are handled by this office.

Mission Statement

To do whatever is necessary to provide Andover's 3,000 veterans and their families with benefits, entitlements and services whether they be medical, administrative, financial or quality of life.

FY2016 Objectives

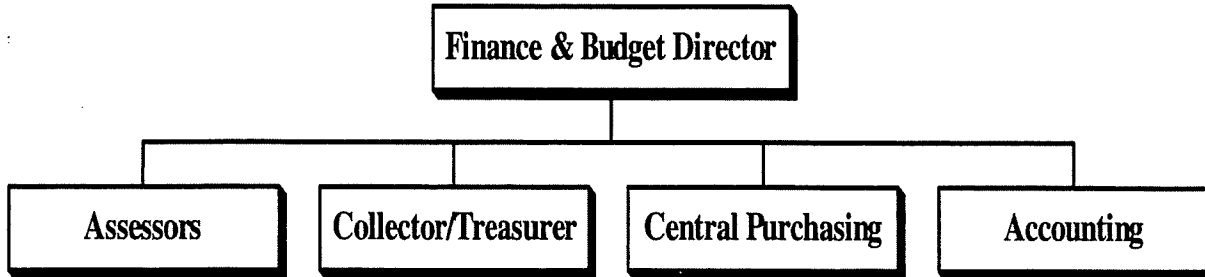
- ♦ To continue to review, update and reconcile veterans' records.
- ♦ To perform out-reach to all veterans and their families in attempts to assist those in need.
- ♦ To continue to raise the community's awareness of veterans' sacrifices through patriotic ceremonies.

TOWN OF ANDOVER FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
VETERANS SERVICES						
GENERAL GOVERNMENT						
015431 VETERANS SERVICES SALARIES						
5110 REG WAGES	69,105	76,277	76,194	76,194	76,194	76,194
5130 PART TIME	3,996	5,216	4,000	5,000	4,000	4,000
5187 RETRO WAGES	1,234	-	-	-	-	-
TOTAL VETERANS SERVICES SALARIES	74,335	81,493	80,194	81,194	80,194	80,194
015432 VETERANS SERVICES EXPENSES						
5295 OTHR SVCS	115,888	109,574	130,000	130,000	130,000	130,000
5310 OFFICE SUP	105	100	100	100	100	100
5395 OTH COMM	69	69	75	75	75	75
5710 TRAVEL	1,685	1,372	1,850	1,850	1,850	1,850
5730 DUES/SUBSCRIPTIONS	461	292	400	400	400	400
TOTAL VETERANS SERVICES EXPENSES	118,208	111,407	132,425	132,425	132,425	132,425
TOTAL VETERANS SERVICES	192,543	192,900	212,619	213,619	212,619	212,619



FINANCE & BUDGET



FINANCE & BUDGET

Department Description

The Finance and Budget Department has four divisions: Administration & Finance, Assessor, Collector/Treasurer, and Central Purchasing/Central Services.

DIVISION: ADMINISTRATION & FINANCE

The Administration & Finance Division oversees the operations of the Department and is also responsible for the Town's financial planning and budget preparation.

DIVISION: ACCOUNTING

The Town Accountant's Office is responsible for providing accounting and financial reporting services to all Town Departments, Boards, Commissions and other Regulatory Agencies in accordance with Massachusetts General Laws, Municipal Bylaws, and Generally Accepted Accounting Principles. Responsibilities include processing and maintaining all payroll records; review, process and maintenance of all accounts payable records; preparation and distribution of water and sewer billings; preparation and distribution of accurate and timely financial reports from data in the Town's accounting system; coordinate the completion of the annual independent financial audit; and provide financial research and analysis as requested. Additionally, the Town Accountant, as ex-officio, is a member of the Andover Retirement Board which oversees the retirement program for all retired Town, Andover Housing Authority and School employees (excluding school teachers who retire under the Massachusetts Teachers Retirement System).

DIVISION: ASSESSORS

The Assessors Division is responsible each year for the valuation of real estate and personal property in the Town as well as processing Statutory Tax Exemptions, Tax Abatement Filings, Motor Vehicle Excise Taxes and Sewer Betterments. The three member Board of Assessors is appointed by the Town Manager and reviews all requests for abatements and exemptions.

DIVISION: COLLECTOR/TREASURER

The Collector/Treasurer Division is responsible for the collection of all monies due the Town for the following: Real Estate, Personal Property, Motor Vehicle Excise Taxes, Departmental Receipts, Water and Sewer charges, Parking Tickets and any related receipts.

In addition, the division is responsible for issuing Certificates of Lien and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's and 1099's, reconciling all Town Bank Accounts and processing warrants and checks to pay vendors. The Collector/Treasurer's Office also manages Tax Titles, Tax Liens and Foreclosures.

The Parking Clerk is part of the Collector/Treasurer's office. A Deputy Tax Collector comes once a month to act as the Hearing Officer for any related parking ticket issues.

The Collector/Treasurer manages the Town's Debt Service including borrowing funds both short and long term.

DIVISION: CENTRAL PURCHASING

The Central Purchasing Division is responsible for oversight of the Town and School bidding process to ensure compliance with Massachusetts General Laws; contract compliance regarding Andover's Affirmative Action Plan; coordination of insurance and risk management for property and casualty claims for all Town and School departments with the exception of health and personal insurance (which are handled by the Human Resource Department) and oversight of our present insurance company's Rewards Program which helps control and reduce losses along with providing future savings on insurance premiums.

Mission Statement

To build and reinforce confidence in Town financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner; and, through a collaboration of team efforts, provide departments and the public with the necessary information to ensure accuracy, accountability, and justification.

FINANCE & BUDGET

FY16 Objectives

FINANCE ADMINISTRATION:

- ♦ To provide Town Manager, elected and appointed officials with the data and analysis required to make informed financial decisions with a view to long-term fiscal implications.
- ♦ To work with the Human Resources office on health insurance programs.
- ♦ To enhance the information and use of the town web site for staff, citizens and businesses.
- ♦ To work with the consolidated Information Technology Services department to review and implement any recommendations for financial software improvements.
- ♦ To implement additional financial software modules to increase efficiency and timeliness of reporting financial information

ACCOUNTING

- ♦ To calculate annual Free Cash in accordance with the Department of Revenue's requirements.
- ♦ Coordinate annual preparation of Tax Rate Recapitulation with the Town Assessor.
- ♦ Compile the data, prepare and submit various state and local financial reports.
- ♦ Prepare the annual audit in accordance with outside, independent audit guidelines.
- ♦ Continue with the integration and upgrading of the Town's Financial Management Software system.
- ♦ Work with the Town's Audit Committee and assist them in meeting their responsibilities.
- ♦ Maintain Town Debt Ledgers.
- ♦ Continue to interpret and assist in implementing union contract settlements; monitor to ensure compliance.
- ♦ Prepare and submit Town's portion of the School End-of-Year Report in accordance with DOE requirements.
- ♦ Organize, prepare and submit data for the annual Workers Compensation Audit.
- ♦ Perform annual Health Insurance Audit to ensure accuracy of Town records.
- ♦ Coordinate with Human Resources and the Town Treasurer and prepare direct insurance billing.
- ♦ Prepare water and sewer bills utilizing newly implemented CUSI billing software.
- ♦ Record, distribute and reconcile Town departmental attendance records.
- ♦ Participate with Town Management to perform a Town wide Fraud Assessment.
- ♦ Respond to information requests from both internal and external sources.

ASSESSORS

- ♦ To continue the valuation of all property within the town.
- ♦ To seek out and value all taxable personal property.
- ♦ To enhance methods of providing public access to property records and information that would be helpful to taxpayers. The use of the Town's web page is the primary goal.
- ♦ To continue GIS training for staff on the Town's GIS system.

COLLECTOR/TREASURER

- ♦ To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- ♦ Complete the conversion of the new utility metering system for all customers.
- ♦ Continued concentrated effort to collect and reduce delinquent tax title accounts.
- ♦ Continue to improve the implemented Cash Management Plan.
- ♦ Oversee that all current investments meet the Investment Policy for the Town.

CENTRAL PURCHASING

- ♦ To continue to guide departments, Town and School, in purchasing items under M.G.L.
- ♦ To encourage all departments to utilize the Commonwealth of Massachusetts State bid list, as well as other cooperative contracts, whenever it is beneficial to do so.
- ♦ To continue to streamline the purchasing process to alleviate the burden on the individual departments.
- ♦ To assist and support all departments in preparing their bids and request for proposals.
- ♦ To utilize the Town website and www.comm-pass.com for posting of current bid and requests for proposal information and notices.
- ♦ To continue to initiate new forms and procedures to make it easier for departments to comply with the MGL purchasing requirements.

FINANCE & BUDGET

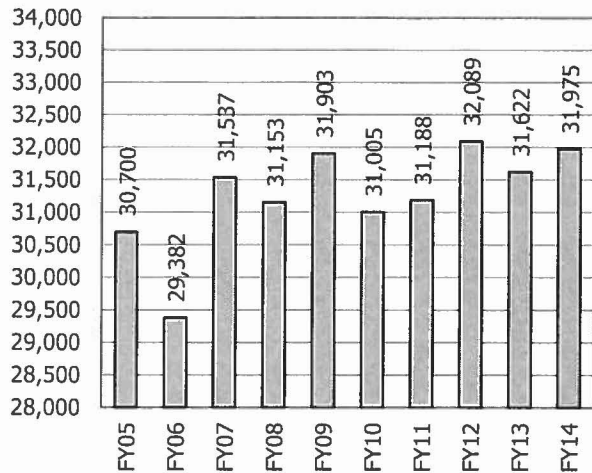
- ♦ Develop a comprehensive handbook which will outline all procurement laws and policies
 - ♦ To continue to inform and explain any new or changed procurement requirements and regulations to both Town and School Departments.
 - ♦ To continue to initiate or join new cooperative bids with other municipalities and organizations.
 - ♦ To continue to explore areas of the Town's buying practices to see if any potential bid/RFP opportunities exist which would either save money or generate revenue through a formal competitive solicitation.
-

PERSONNEL DETAIL

Position Classification	FTE FY2013	FTE FY2014	FTE FY2015	REQ FY2016	TMREC FY2016	TMREC FY2016
DEPARTMENT OF FINANCE						
<u>FINANCE ADMINISTRATION</u>						
M-3 Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	119,231
I-16 Administrative Secretary	1.0	1.0	1.0	1.0	1.0	59,051
Unclassified						13,172
	2.0	2.0	2.0	2.0	2.0	191,454
<u>COLLECTOR/TREASURER</u>						
I-28 Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	104,868
I-22 Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	79,315
I-14 Office Assistant III	3.0	3.0	3.0	3.0	3.0	176,298
	5.0	5.0	5.0	5.0	5.0	360,481
<u>ASSESSING</u>						
I-28 Chief Assessor	1.0	1.0	1.0	1.0	1.0	101,709
I-24 Senior Assessor	1.0	1.0	1.0	1.0	1.0	85,649
I-18 Office Coordinator	1.0	1.0	1.0	1.0	1.0	65,696
I-14 Property Field Lister	1.0	1.0	1.0	1.0	1.0	56,883
I-14 Office Assistant III	1.0	1.0	1.0	1.0	1.0	58,284
	5.0	5.0	5.0	5.0	5.0	368,221
<u>CENTRAL PURCHASING</u>						
I-26 Purchasing Agents/Ins Coordinator	0.6	0.6	0.6	0.6	0.6	50,369
I-18 Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	59,351
	1.6	1.6	1.6	1.6	1.6	109,720
<u>TOWN ACCOUNTANT</u>						
M-1 Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	97,541
I-24 Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	76,446
I-20 Payroll Administrator	0.9	0.9	0.9	1.0	1.0	73,443
I-16 Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	62,961
I-14 Office Assistant III	1.0	1.0	1.0	1.0	1.0	60,557
I-12 Office Assistant II			1.0		1.0	52,385
I-10 Office Assistant I	1.0	1.0		1.0		
Unclassified						11,504
	5.9	5.9	5.9	6.0	6.0	434,837
FINANCE TOTAL	19.5	19.5	19.5	19.6	19.6	1,464,713

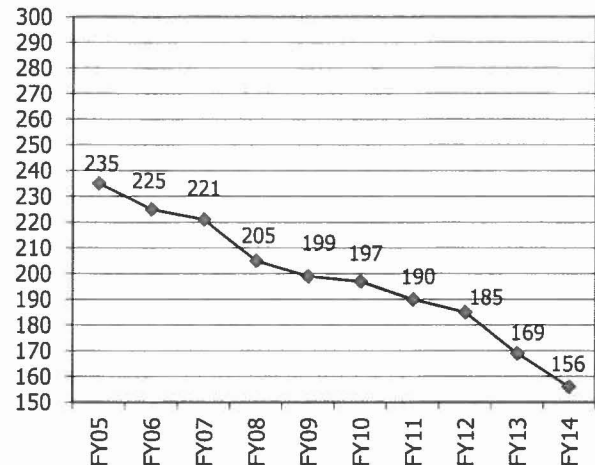
FINANCE PERFORMANCE STATISTICS

M.V. EXCISE BILLS



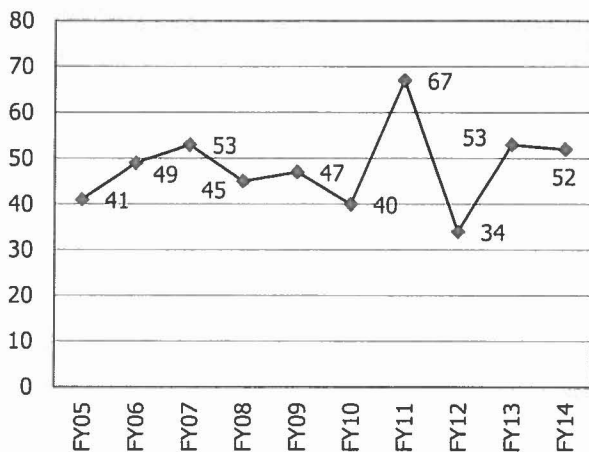
Benchmark (prior 3-yr avg):	31,633
Most Recent:	31,975
Change from Benchmark:	+342
Change from Prior Year:	+353

PROP. TAX EXEMPTIONS



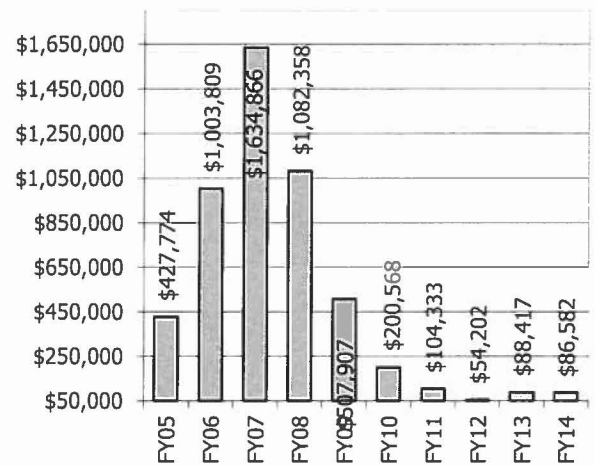
Benchmark (prior 3-yr avg):	181
Most Recent:	156
Change from Benchmark:	-25
Change from Prior Year:	-13

PROP. & CASUALTY INSUR. CLAIMS



Benchmark (prior 3-yr avg):	51
Most Recent:	52
Change from Benchmark:	+1
Change from Prior Year:	-1

INVESTMENT INCOME



Benchmark (prior 3-yr avg):	\$82,317
Most Recent:	\$86,582
Change from Benchmark:	+\$4,265
Change from Prior Year:	-\$1,835

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
FINANCE ADMINISTRATION						
GENERAL GOVERNMENT						
011331 FINANCE ADMIN SALARIES						
5110 REG WAGES	139,020	166,896	189,282	189,282	191,454	191,454
5120 OVERTIME	579	824	2,000	2,000	2,000	2,000
5130 PART-TIME	20,255	4,797	-	-	-	-
5187 RETRO WAGES	1,634	6,266	-	-	-	-
5189 UNCLASSIFIED PAY	27,140	-	-	-	-	-
TOTAL FINANCE ADMIN SALARIES	188,628	178,783	191,282	191,282	193,454	193,454
011332 FINANCE ADMIN EXPENSES						
5270 PRINTING	-	-	-	-	-	-
5255 SOFTWARE SUPPORT	62,815	81,771	90,000	90,000	85,000	85,000
5310 OFFICE SUP	530	596	700	700	700	700
5394 SUPPLIES/BOOKS	183	35	200	200	200	200
5430 OTHER EQUIPMENT	-	-	-	-	-	-
5710 TRAVEL	2,134	1,911	2,250	2,250	2,250	2,250
5715 PROF DEV	1,674	2,785	1,700	1,700	1,700	1,700
5720 TRAVEL OUT OF STATE	-	-	-	-	-	-
5730 DUES/SUBSCRIPTIONS	895	905	920	920	920	920
TOTAL FINANCE ADMIN EXPENSES	68,231	88,003	95,770	95,770	90,770	90,770
TOTAL FINANCE ADMINISTRATION	256,859	266,786	287,052	287,052	284,224	284,224

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
CENTRAL PURCHASING						
GENERAL GOVERNMENT						
011381 CENTRAL PURCHASING SALARIES						
5110 REG WAGES	91,620	102,235	105,212	105,212	109,720	109,720
5130 OVERTIME	1,782	-	-	-	-	-
5187 RETRO WAGES	2,154	-	-	-	-	-
TOTAL CENTRAL PURCHASING SALARIES	95,556	102,235	105,212	105,212	109,720	109,720
011382 CENTRAL PURCHASING EXPENSES						
5220 TELEPHONE	41	-	-	-	-	-
5231 TRNS ALLOW	-	-	-	-	-	-
5250 ADVRTSNG	7,097	5,714	5,900	5,900	8,000	8,000
5270 PRINTING	1,105	19	700	700	700	700
5295 OTHR SVCS	1,437	1,072	1,500	1,500	1,500	1,500
5310 OFFICE SUPPLIES	342	500	500	500	500	500
5420 OFFICE EQUIPMENT	-	-	-	-	800	800
5710 TRAVEL	230	245	600	600	1,000	1,000
5715 PROF DEVELOPMENT	-	-	1,375	1,375	1,375	1,375
5730 DUES/SUBSCRIPTIONS	1,111	1,175	1,200	1,200	1,200	1,200
TOTAL CENTRAL PURCHASING EXPENSES	11,363	8,725	11,775	11,775	15,075	15,075
TOTAL CENTRAL PURCHASING	106,919	110,960	116,987	116,987	124,795	124,795

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
COLLECTOR/TREASURER GENERAL GOVERNMENT						
011451 COLLECTOR/TREASURER SALARIES						
5110 REG WAGES	360,710	363,278	359,378	359,378	360,481	360,481
5120 OVERTIME	176	146	500	500	500	500
5130 PART TIME	2,869	2,355	4,000	4,000	4,000	4,000
	<u>6,445</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL COLLECTOR/TREASURER SALARIES	370,200	365,779	363,878	363,878	364,981	364,981
011452 COLLECTOR/TREASURER EXPENSES						
5250 ADVERTISING	-	-	1,450	500	1,450	1,450
5270 PRINTING	9,865	15,633	13,500	16,000	16,000	16,000
5282 REP-OFF EQ	-	123	2,000	650	2,000	2,000
5295 OTHR SVCS	39,103	38,012	43,000	40,000	43,000	43,000
5310 OFFICE SUP	2,929	3,354	3,000	3,200	3,600	3,600
5395 OTH COMM	1,350	1,350	2,000	1,350	2,000	2,000
5420 OFFICE EQUIP	249	-	-	-	-	-
5710 TRAVEL	1,225	170	1,250	1,250	1,450	1,450
5730 DUES/SUBSCRIPTIONS	<u>775</u>	<u>840</u>	<u>800</u>	<u>850</u>	<u>850</u>	<u>850</u>
TOTAL COLLECTOR/TREASURER EXENSES	55,496	59,482	67,000	63,800	70,350	70,350
TOTAL COLLECTOR/TREASURER	425,696	425,261	430,878	427,678	435,331	435,331

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
ASSESSING GENERAL GOVERNMENT						
011411 ASSESSING SALARIES						
5110 REG WAGES	360,725	367,814	367,955	367,955	368,221	368,221
5120 OVERTIME	-	-	250	250	250	250
	<u>6,406</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL ASSESSING SALARIES	367,131	367,814	368,205	368,205	368,471	368,471
011412 ASSESSING EXPENSES						
5231 TRNS ALLOW	4,200	4,200	4,200	4,200	4,200	4,200
5270 PRINTING	203	-	2,000	2,000	2,000	2,000
5282 REP-OFF EQ	300	300	1,000	1,000	1,000	1,000
5295 OTHR SVCS	9,000	19,678	15,000	15,000	15,000	15,000
5310 OFFICE SUP	1,589	1,833	3,000	3,000	3,000	3,000
5710 TRAVEL	1,433	86	1,500	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	<u>1,100</u>	<u>895</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
TOTAL ASSESSING EXPENSES	17,825	26,992	28,700	28,700	28,700	28,700
TOTAL ASSESSING	384,956	394,806	396,905	396,905	397,171	397,171

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
TOWN ACCOUNTANT						
GENERAL GOVERNMENT						
011351 TOWN ACCOUNTANT SALARIES						
5110 REG WAGES	352,793	322,255	346,709	346,709	434,836	434,836
5120 OVERTIME	8,656	4,355	5,000	5,000	2,500	2,500
5130 PART TIME	74,464	85,507	66,854	66,854	-	-
5187 RETRO WAGES	5,914	6,860	-	-	-	-
TOTAL TOWN ACCOUNTANT SALARIES	441,827	418,977	418,563	418,563	437,336	437,336
011352 TOWN ACCOUNTANT EXPENSES						
5270 PRINTING	98	38	-	-	-	-
5295 OTHR SVCS	59,940	63,310	67,860	67,860	69,900	69,900
5310 OFFICE SUP	4,264	5,343	5,000	5,000	5,500	5,500
5710 TRAVEL	1,127	794	1,500	1,500	1,500	1,500
5715 PROFESSIONAL DEVELOPMENT	2,149	100	1,000	1,000	1,000	1,000
5730 DUES/SUBSCRIPTIONS	225	150	600	600	650	650
TOTAL TOWN ACCOUNTANT EXPENSES	67,803	69,735	75,960	75,960	78,550	78,550
TOTAL TOWN ACCOUNTANT	509,630	488,712	494,523	494,523	515,886	515,886

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
CENTRAL SERVICES						
GENERAL GOVERNMENT						
011592 CENTRAL SERVICES EXPENSES						
5225 POSTAGE	77,133	73,651	80,000	80,000	86,000	82,000
5270 PRINTING	307	273	300	300	250	250
5282 REP-OFF EQ	1,018	-	1,500	1,500	-	-
5291 RENT EQUIP	14,206	12,838	17,000	17,000	17,000	17,000
5295 OTHR SVCS	450	450	500	500	500	500
5310 OFFICE SUP	806	1,003	600	600	600	600
5420 OFF EQUIP	329	-	-	-	-	-
TOTAL CENTRAL SERVICES EXPENSES	94,249	88,215	99,900	99,900	104,350	100,350
TOTAL CENTRAL SERVICES	94,249	88,215	99,900	99,900	104,350	100,350

OTHER GENERAL GOVERNMENT BUDGETS

Patriotic and Civic Celebrations

This account provides funding for a number of annual events including the Memorial Day parade and ceremony, the 4th of July celebration, the Veterans Day ceremony and Holiday Lighting.

Damages to Persons/Property

This account pays for minor damage claims submitted to the Town of Andover for occurrences not covered by the Town's insurance policies.

Employee Benefits

The Employee Benefits account is the appropriation for the town share of life insurance and Medicare payroll tax for town employees. Also included are funds for tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan. This year we are beginning to include with the budget payments for accumulated leave due when employees retire.

Commission on Disability

The Andover Commission on Disability advocates for the full integration and participation of people with disabilities in the Town of Andover, and provides information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in matters pertaining to disability.

TOWN OF ANDOVER FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
PATRIOTIC CIVIC CELEBRATION GENERAL GOVERNMENT						
016922 PATRIOTIC CIVIC CELEBRATION						
5700 UNCLASSIFIED EXP	26,491	27,657	27,825	27,825	29,216	29,216
TOTAL PATRIOTIC CIVIC CELEBRATION	26,491	27,657	27,825	27,825	29,216	29,216
TOTAL PATRIOTIC CIVIC CELEBRATION	26,491	27,657	27,825	27,825	29,216	29,216

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DAMAGES TO PERSONS & PROPERTY GENERAL GOVERNMENT						
019002 DAMAGES PERS/PROP EXPENSES						
5702 DAMAGE TO PROPERTY	-	-	2,000	2,000	2,000	2,000
TOTAL DAMAGES PERS/PROP EXPENSES	-	-	2,000	2,000	2,000	2,000
 TOTAL DAMAGES TO PERS/PROPERTY	-	-	2,000	2,000	2,000	2,000

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

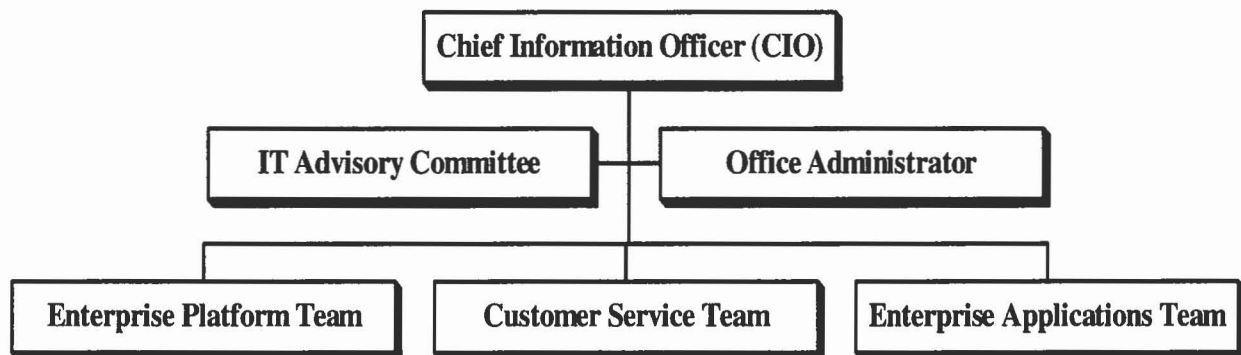
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
EMPLOYEE BENEFITS GENERAL GOVERNMENT						
019101 EMPLOYEE BENEFITS EXPENSES						
5143 ACCUM BENEFITS	282,230	366,084	362,794	362,794	370,908	370,908
TOTAL EMPLOYEE BENEFITS EXPENSES	282,230	366,084	362,794	362,794	370,908	370,908
019102 EMPLOYEE BENEFITS EXPENSES						
5204 EMPLOYEE MILITARY SERVICE	-	-	-	-	-	-
5206 HEALTH INSURANCE	4,200	-	-	-	-	-
5207 LIFE INSURANCE	5,953	4,795	12,000	12,000	12,000	7,000
5208 EMPLOYEE ASSISTANCE	25,872	17,300	33,000	33,000	33,000	25,000
5740 MEDICARE	339,183	340,676	381,140	381,140	389,000	389,000
TOTAL EMPLOYEE BENEFITS EXPENSES	375,208	362,771	426,140	426,140	434,000	421,000
 TOTAL EMPLOYEE BENEFITS	657,438	728,855	788,934	788,934	804,908	791,908

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
COMMISSION FOR DISABILITIES GENERAL GOVERNMENT						
011241 COMM FOR DISABILITY SALARIES						
5130 PART TIME	950	800	800	800	800	800
TOTAL COMM FOR DISABILITY SALARIES	950	800	800	800	800	800
011242 COMM FOR DISABILITY EXPENSES						
5295 OTHR SVCS	5,561	5,315	5,000	5,000	5,000	5,000
5310 OFFICE SUP	144	22	800	800	800	800
TOTAL COMM FOR DISABILITY EXPENSES	5,705	5,337	5,800	5,800	5,800	5,800
 TOTAL COMMISSION FOR DISABILITIES	6,655	6,137	6,600	6,600	6,600	6,600



INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY

Department Description

The Department of Information Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Information Officer (CIO), who reports to the Town Manager and the Superintendent of Schools. The IT Department consists of three teams – Platform, Applications and Customer Service.

The **Platform** team is responsible for managing all of the Town's hardware, software and networking platforms including: servers, storage, network hardware, wireless, unified communications, fiber infrastructure, security, backup, disaster recovery, email, archiving and user account management. They manage our two redundant data centers and 40+ building based facilities.

The **Customer Service** team handles the deployment and on-going maintenance of all end user devices. Currently the combined staff and student fleet represents in excess of 7500 desktops, laptops, tablets, interactive projectors and printers. The team is responsible for setting up desktop PCs and other peripheral hardware and devices; software installations; tracking, prioritizing, and resolving user support calls; and providing a resource pool when needed to support increased workload demands and department specific projects.

The **Applications** team is responsible for managing all of the domain specific applications that support the Town's core departments. Currently, this division provides on-going support for education, financial systems, library and public safety; as well as a myriad of software programs and other digital technologies that are integral to the operations of other Town departments and the Andover Public Schools. They are responsible for the operational, on-going aspects of application software and for understanding the specific business functions of the departments they support. This team will also be called upon to deliver services in areas such as: enhancing our current web sites, increasing the availability of eGov services, creating standardized performance management systems, development of internal data warehouses, increasing the efficacy of digital learning in our classrooms, introducing content management and knowledge management initiatives.

Mission Statement

The mission of the Department of Information Technology is to act both as a catalyst for innovation as well as to provide planning, coordination, and management in all areas of information systems and technologies in support of the operational missions of all Town of Andover departments and the Andover Public School district.

FY2016 Objectives

- ♦ Complete the roll out of new digital voice and unified communication technology
- ♦ Deploy a pilot of so called "thin client" desktops as a potentially more cost effective way of delivering our desktop experiences to students and staff
- ♦ To introduce managed print services to reduce spending on imaging
- ♦ To provide support services to teachers and students to maximize the value of new digital classrooms
- ♦ To work with the School team to pilot program that introduces 1:1 style computing into classrooms
- ♦ To work with School team to support implementation of PARCC testing initiative
- ♦ Support the introduction of mobile computing to all Town and School departments
- ♦ Provide 24x7 availability of computing resources to Town and School departments
- ♦ Continue to extend the utilization of GIS services
- ♦ Work with Finance team to extend the utilization of core financial systems to all departments to reduce current paper based flows and to improve access to reporting and management analysis tools
- ♦ Introduce a new enhanced safety and communications plan in all town and school buildings
- ♦ Improve the overall access to information to promote improved performance management.
- ♦ Complete the deployment of the Town's next generation eGov web portal
- ♦ Support the launch of the new Town Youth Center
- ♦ Improve disaster planning and recovery capabilities
- ♦ Consult with department heads, school administrators, and IT staff on a regular basis to identify, address and plan for department and program specific technology needs.
- ♦ Introduce IT project management practices to existing and future software application implementations

PERSONNEL DETAIL

Position <u>Classification</u>		<u>FTE</u> <u>FY2013</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>REQ</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>
INFORMATION TECHNOLOGY							
M-3	Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	119,904
IE-28	Enterprise Application Architect	1.0	1.0	1.0	1.0	1.0	99,680
IE-28	Enterprise Platform Architect	1.0	1.0	1.0	1.0	1.0	91,641
IE-26	Network Administrator	1.0	1.0	1.0	1.0	1.0	98,202
	Application Engineers (replacement/new positions for FY13)	2.0	2.0				
IE-26	Network Administrator			1.0	1.0	1.0	87,175
IE-26	Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	92,530
IE-24	Customer Service Manager			1.0	1.0	1.0	65,562
IE-24	Library Systems Coordinator (Moved to Library FY15)	1.0	1.0				
IE-24	Geographic Information Systems Coordinator *	0.6	0.6	1.0	1.0	1.0	31,508
IE-20	Tech Specialist II	1.0	1.0	1.0	1.0	1.0	77,044
IE-20	Application Specialist - Finance	1.6	1.6	1.6	1.6	1.6	116,617
IE-18	Tech Specialist I	4.0	4.0	4.0	5.5	4.0	263,800
IE-18	Asset Coordinator	1.0	1.0	1.0	1.0	1.0	56,954
IE-14	Administrative Assistant	1.0	1.0	1.0	1.0	1.0	56,577
IE-26	Senior Application Specialist			0.5	0.5	0.5	45,689
	Unclassified						13,223
		17.2	17.2	17.1	18.6	17.1	1,316,106

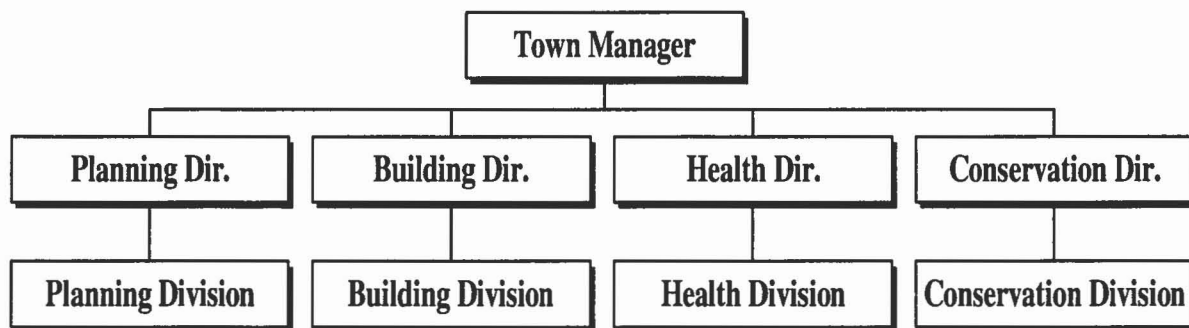
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
INFORMATION TECHNOLOGY						
GENERAL GOVERNMENT						
011551 INFORMATION TECHNOLOGY SALARIES						
5110 REG WAGES	1,081,560	1,030,732	1,102,221	1,102,221	1,176,311	1,122,291
5120 OVERTIME	-	481	-	-	14,036	14,036
5130 PART-TIME	175,186	150,852	181,767	181,767	220,196	193,815
5140 SEASONAL	-	-	-	-	12,883	12,883
5187 RETRO WAGES	14,104	6,266	-	-	-	-
TOTAL INFORMATION TECHNOLOGY SALARIES	1,270,850	1,188,331	1,283,988	1,283,988	1,423,426	1,343,025
011552 INFORMATION TECHNOLOGY EXPENSES						
5220 TELEPHONE	263	-	-	-	-	-
5260 TECH/INFRASTRUCTURE	49,973	139,973	56,068	27,665	56,068	56,068
5261 PERSONAL PRODUCTIVITY	37,645	10,229	81,220	11,766	81,220	81,220
5262 APPLICATIONS	8,174	7,996	11,800	10,645	11,800	11,800
5263 IMAGING	-	88	4,500	-	4,500	4,500
5264 MOBILE	-	-	4,800	-	4,800	4,800
5265 TELECOM	19,344	19,224	16,248	38,448	58,648	58,648
5266 MULTIMEDIA	(833)	(1,815)	-	(2,806)	-	-
5268 PROFESSIONAL SERVICES	17,784	75,059	4,500	68,666	4,500	4,500
5269 PROFESSIONAL DEVELOPMENT	340	3,683	-	-	-	-
5284 REPAIRS/COMPUTER EQ	9,058	7,634	12,000	17,595	12,000	12,000
5295 OTHR SVCS	4,887	886	-	3,571	-	-
5310 OFFICE SUP	6,839	3,491	4,880	2,991	4,880	4,880
5355 AUTOMOTIVE FUEL	680	4,308	1,200	270	1,200	1,200
5391 SUPPLIES/DATA PROC	5,846	3,780	8,500	3,864	8,500	8,500
5420 OFFICE EQUIPMENT	21,442	845	2,000	78	2,000	2,000
5700 UNCLASSIFIED	158	-	-	-	-	-
5709 TRAVEL-OPERATIONAL	983	993	3,600	-	3,600	3,600
5710 TRAVEL	1,722	1,381	2,400	657	2,400	2,400
5715 PROFESSIONAL DEV	2,580	6,705	27,000	6,632	27,000	27,000
5730 DUES/SUBSCRIPTIONS	1,702	1,537	1,000	42	1,000	1,000
TOTAL INFORMATION TECHNOLOGY EXPENSES	188,587	285,997	241,716	190,084	284,116	284,116
TOTAL INFORMATION TECHNOLOGY	1,459,437	1,474,328	1,525,704	1,474,072	1,707,542	1,627,141



COMMUNITY DEVELOPMENT & PLANNING



COMMUNITY DEVELOPMENT & PLANNING

Department Description

The **Planning Division** is responsible for a wide range of activities associated with development, transportation and economic growth in the Town. The division administers land use regulations governing residential, industrial and commercial development in Andover, and is responsible for processing plans for nearly all new projects in the Town. The Planning Division is responsible for coordinating all major local and regional transportation improvement projects. The division provides professional technical support to the Planning Board, the Zoning Board of Appeals, the Town Manager and the Board of Selectmen, as well as a number of special committees and working groups such as the Housing Partnership Committee, Economic Development Council, Andover Green Advisory Board and Shawsheen Village working group. The professional staff of the Planning Division represents the Town on the Merrimack Valley Planning Commission, the Merrimack Valley Regional Transit Authority, the Merrimack Valley Transportation Management Association, and the Junction Transportation Management Organization. The Planning Division staff assists Town Counsel in matters involving litigation against the Planning Board. The Planning Board consists of six volunteer members appointed by the Town Manager to five-year terms.

The **Conservation Division** is responsible for protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include enforcement and administration of the Massachusetts Wetlands Protection Act, Rivers Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas). The Commission is also responsible for the acquisition and management of Town-owned Conservation Land, comprising close to two thousand acres of public open space. The Commission manages the volunteer Conservation Overseers and Conservation based Eagle Scout Projects; the periodic completion of Andover's Open Space and Recreation Plan; and serves as liaison with other official and informal organizations concerned with conservation and open space preservation. The Conservation Commission consists of seven volunteer members who are appointed by the Town Manager for staggered three-year terms.

The **Health Division** is responsible for addressing all public health threats in the community and for promoting good health practices among its citizens. To accomplish this, the Health Division addresses issues through Environmental and Community Health Programs. The Environmental Health Program includes the administration and enforcement of the State Sanitary and Environmental Codes, which covers a myriad of projects, including wastewater disposal, food safety, recreational camps for children, and public and semi-public swimming pools. The Community Health Program encompasses all clinical and medical administration, including Communicable Disease review, immunizations, and public health clinics. The Andover Health Division hosts three regional public health programs: The Greater Lawrence Public Health Coalition, the Greater River Valley Medical Reserve Corps, and the Healthy Communities Tobacco Control Program. The staff, under the direction of the Director of Public Health, designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

The **Building Division** is charged with the enforcement and interpretation of the Commonwealth of Massachusetts State Building Code 780 CMR; the Architectural Access Regulations, 521 CMR; Article VIII of the Town General By-Laws (Andover Zoning By-Law), and Chapter 40A of Massachusetts General Laws (The Zoning Act). The Division also enforces Article 33, Andover Code of By-Laws (Demolition of Historically Significant Buildings and Structures), and Article 36, Andover Code of By-Laws (Ballardvale Historic District By-Law). The Division enforces the conditions placed on the Zoning Board of Appeals' special permits and variances. The Division issues all building permits for all construction regulated by the State Building Code and performs all required inspections. All Divisions of the Department work with Andover Fire Prevention and Fire Rescue officials to facilitate the processing of permitting issues. Included within the Building Division are the offices of the Electrical and Plumbing & Gas Inspectors. The Zoning Board of Appeals consists of five regular members and four alternate members appointed by the Board of Selectmen for three-year terms. The Board holds monthly hearings on requests for special permits, variances and appeals from applicants aggrieved by decisions made by the Inspector of Buildings. The Board meets on the first Thursday night of every month unless there is a conflict, and holds duly noticed deliberation meetings. Members of the Andover Preservation Commission, Ballardvale Historic District Commission and Design Review Board are appointed by the Town Manager. The Building Division will also be involved in the enforcement of the Stormwater Management and Erosion Control Regulations and Excavation and Trench Safety Regulations, 520 CMR 14.00.

COMMUNITY DEVELOPMENT & PLANNING

Mission Statements

PLANNING DIVISION

To ensure the orderly growth and development of the Town through sound planning practices and through implementation of recommendations of the Master Plan.

CONSERVATION DIVISION

To protect Andover's wetland resources and to act as trustees in perpetuity of the Town's conservation land.

HEALTH DIVISION

To promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

BUILDING DIVISION

To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

FY2016 Objectives

DIVISION: PLANNING

- ♦ Develop and implement the adoption of the Andover Transit Overlay Development District
- ♦ Develop strategy to amend Table of Uses to expand Medical Center/clinic
- ♦ Develop strategy to amend Table of Uses Restaurant – Sit down and Fast food
- ♦ Develop and implement strategy to improve permitting approval process with the goal of making Andover a more desirable place to start/expand a business.
- ♦ Oversee the establishment of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
- ♦ Complete and implement Park Master Plan
- ♦ Continue to implement Bike Master Plan
- ♦ Continue to oversee the Route 133 Corridor Study
- ♦ Continue to work with the Conservation Commission on the Dam Removal Project
- ♦ Monitor and implement the 2012 Andover Master Plan. Please visit <http://andoverma.gov/planning/> to view the current draft.
- ♦ Provide more information via the Town's website, and improve upon its layout and organization.

DIVISION: CONSERVATION

- ♦ Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements. Proposed acquisition includes the Phillips Academy Boat House and the Pfizer field.
- ♦ Oversee regulatory aspects of the removal of the Balmoral dam to restore the Shawsheen River.
- ♦ Update conservation land records and develop long-term management objectives for the principal reservations; and implement land management and forestry directives through the State Foresters, Conservation Overseers and volunteers. Including identifying and removing encroachments on Conservation property.
- ♦ Update our wetland boundary data base, and increase conservation information available online.
- ♦ Help facilitate a Community Garden.
- ♦ Oversee environmental aspects of large scale MassHighway and DPW infrastructure improvements including the I-93 interchange and town roadways and bridges and the future town yard.
- ♦ Seek public input and update the Town's Open Space and Recreation Plan.

COMMUNITY DEVELOPMENT & PLANNING

- ♦ Improving signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- ♦ Work as a cooperative effort to construct active and passive recreation areas for town citizens.
- ♦ Enhance Conservation properties for bird watching, camping and hiking along the Merrimack River by sponsoring cleanup efforts, rebuilding a bridge, and the construction of new camp sites.

DIVISION: HEALTH

- Prioritize inspectional requirements and consider a new model for service delivery.
- Continue the digitizing of historical inspection data with the goal of decreasing the volume of hard copy documents in storage.
- Provide training to new Board of Health members.
- Review and revise current Board of Health Regulations.

DIVISION: BUILDING

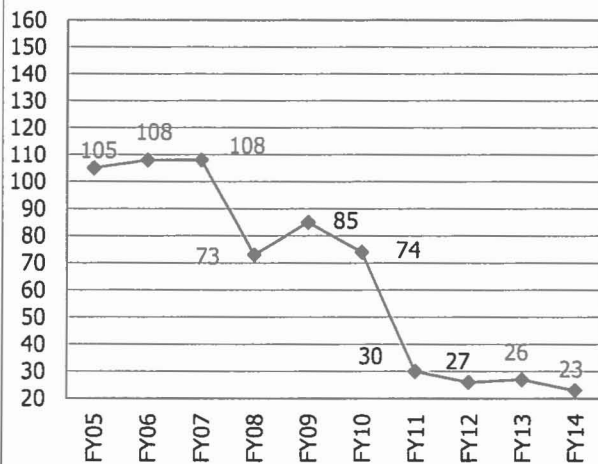
- ♦ Review and dispose of the Division's outdated building permit applications and other files in accordance with the State Public Records Retention Laws.
- ♦ Continue the scanning of the Zoning Board of Appeals' decisions and other records.
- ♦ Scan building permit records documents prior to 1995.
- ♦ Review and revise the Town website pertaining to the Building Division.
- ♦ Continue the yearly State mandated "Certificate of Inspection" inspections in accordance with the Commonwealth of Massachusetts State Building Code, 780 CMR, Article 1, Table 110.
- ♦ Update technology to enable field personnel (inspectors) to upload/download real time data.
- ♦ Provide administrative personnel with additional training opportunities.
- ♦ Provide training to new ZBA, DRB, APC, & BVHDC members

DEPARTMENTAL

- ♦ Implement the full use of View Permit permitting software.
 - ♦ Begin implicating efficiencies identified in Stream line permit review
 - ♦ To continue to scan and digitize departmental records.
 - ♦ Encourage training for staff and Boards/Committee members.
-

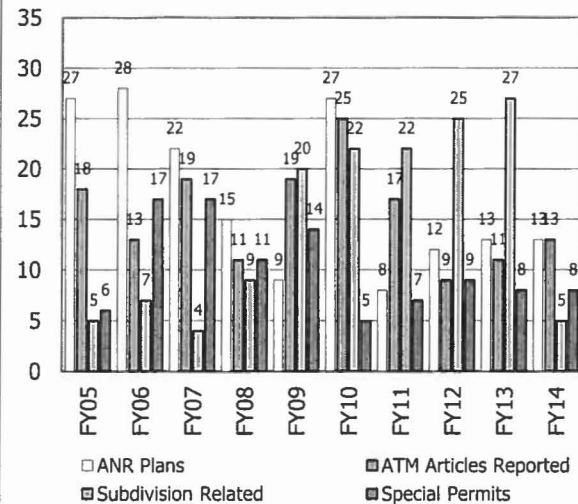
PLANNING AND HEALTH PERFORMANCE STATISTICS

PLANNING BOARD PUBLIC HEARINGS



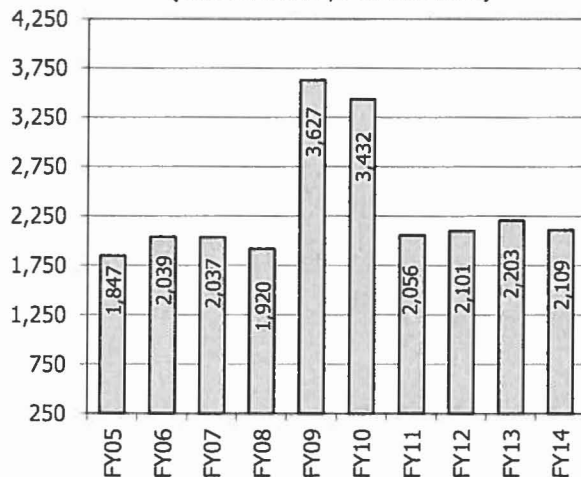
Benchmark (prior 3-yr avg):	28
Most Recent:	23
Change from Benchmark:	-5
Change from Prior Year:	-3

PLANNING REVIEWS



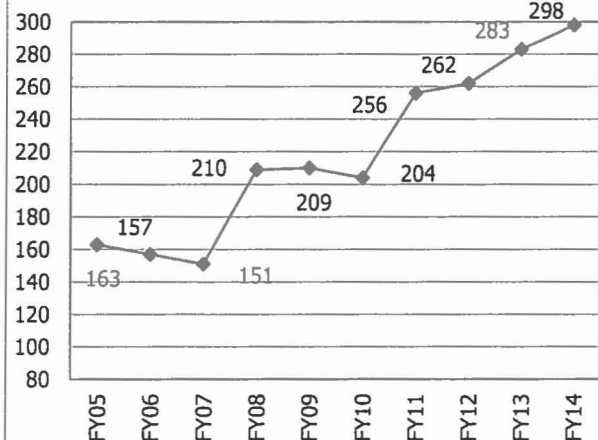
Benchmark - Subdivisions (prior 3-yr avg):	25
Most Recent:	5
Change from Benchmark:	-20
Change from Prior Year:	-22

VACCINATIONS (2009 Includes 1,224 H1N1 Vacs.)



Benchmark (prior 3-yr avg):	2,120
Most Recent:	2,109
Change from Benchmark:	-11
Change from Prior Year:	-94

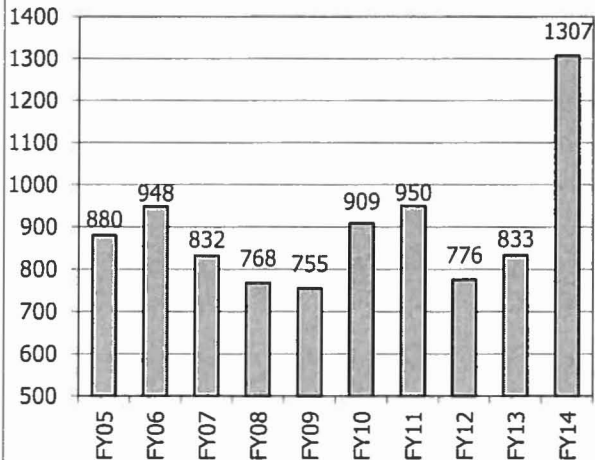
PUBLIC HEALTH COMMUNICABLE DISEASE SURVEILLANCE



Benchmark (prior 3-yr avg):	267
Most Recent:	298
Change from Benchmark:	+31
Change from Prior Year:	+15

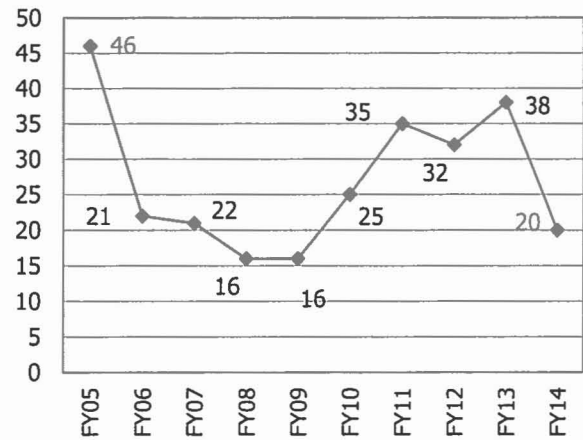
BUILDING PERFORMANCE STATISTICS

SINGLE FAMILY ADDITIONS & ALTERATIONS



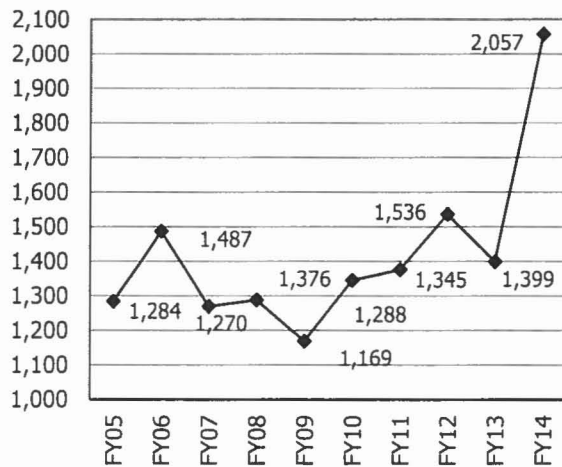
Benchmark (prior 3-yr avg):	853
Most Recent:	1307
Change from Benchmark:	+454
Change from Prior Year:	+474

SINGLE FAMILY NEW DWELLINGS



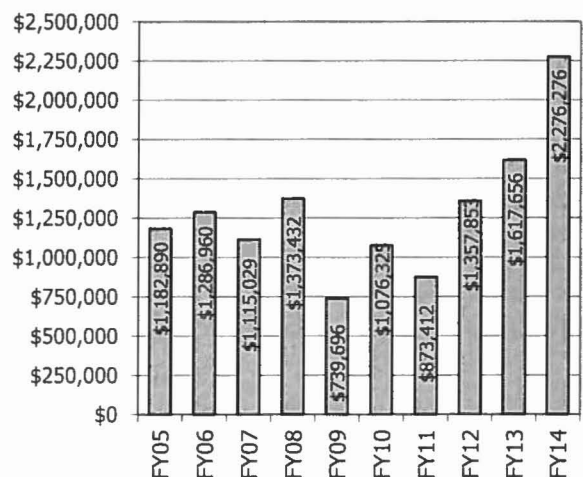
Benchmark (prior 3-yr avg):	35
Most Recent:	20
Change from Benchmark:	-15
Change from Prior Year:	-18

BUILDING PERMITS



Benchmark (prior 3-yr avg):	1437
Most Recent:	2057
Change from Benchmark:	+620
Change from Prior Year:	+658

PERMIT FEE REVENUE



Benchmark (prior 3-yr avg):	\$1,282,974
Most Recent:	\$2,276,276
Change from Benchmark:	+\$993,302
Change from Prior Year:	+\$658,620

PERSONNEL DETAIL

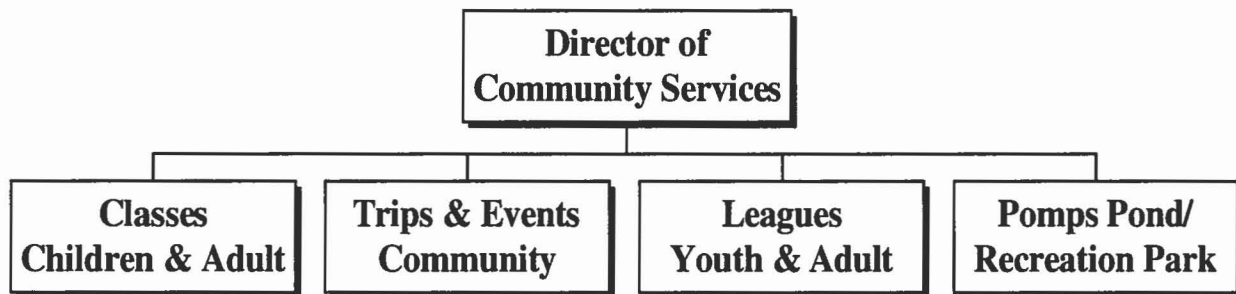
<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2013</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>REQ</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
I-20 Office Administrator	1.0	1.0	1.0	1.0	1.0	71,256
I-14 Administrative Secretary	5.0	5.0	5.0	5.0	5.0	265,268
I-10 Office Assistant I		1.0	1.0	1.0	1.0	37,026
Meeting Recording/Substitute Secretaries						15,600
	6.0	7.0	7.0	7.0	7.0	389,150
<u>BUILDINGS</u>						
I-28 Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	99,289
I-22 Electrical Inspector	1.0	1.0	1.0	1.0	1.0	76,563
I-22 Local Building Inspector	1.0	1.0	1.0	1.0	1.0	73,853
I-22 Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	74,277
Alternate Inspectors						20,400
	4.0	4.0	4.0	4.0	4.0	344,382
<u>CONSERVATION</u>						
I-26 Director of Conservation	1.0	1.0	1.0	1.0	1.0	89,358
I-20 Conservation Agent	1.0	1.0	1.0	1.0	1.0	72,508
	2.0	2.0	2.0	2.0	2.0	161,866
<u>PLANNING</u>						
I-28 Director of Planning	1.0	1.0	1.0	1.0	1.0	99,675
I-24 Senior Planner	1.0	1.0	1.0	1.0	1.0	83,190
I-22 Planner	1.0	1.0	1.0	1.0	1.0	76,447
	3.0	3.0	3.0	3.0	3.0	259,312
<u>HEALTH</u>						
I-28 Director of Health	1.0	1.0	1.0	1.0	1.0	99,177
I-26 Assistant Director of Public Health	0.8	0.8	0.8	0.8	0.8	74,020
I-24 Registered Nurse	0.6	0.6	0.6	0.6	0.6	49,661
I-22 Sanitarian	0.3	0.3	0.3	-	-	-
I-22 Health Agent	1.0	1.0	1.0	2.0	2.0	136,885
	3.7	3.7	3.7	4.4	4.4	359,743
CD&P TOTAL	18.7	19.7	19.7	20.4	20.4	1,514,454

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
COMMUNITY DEVELOPMENT/PLANNING						
GENERAL GOVERNMENT						
011801 COMMUNITY DEVELOPMENT SALARIES						
5110 REG WAGES	1,145,187	1,235,473	1,247,598	1,247,598	1,354,772	1,354,772
5120 OVERTIME	20,913	10,958	25,000	25,000	25,000	25,000
5130 PART TIME	187,016	187,303	211,276	211,276	159,682	159,682
5187 RETRO WAGES	24,686	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT SALARIES	1,377,802	1,433,734	1,483,874	1,483,874	1,539,454	1,539,454
011802 COMMUNITY DEVELOPMENT EXPENSES						
5220 TELEPHONE	2,084	2,432	7,800	7,800	9,305	9,305
5231 MONTHLY TRANSP	17,590	18,840	19,000	19,000	21,800	21,800
5250 ADVERTISING	1,034	1,567	1,200	1,200	1,200	1,200
5270 PRINTING	4,465	2,620	4,200	4,200	4,200	4,200
5271 CREDIT CARD FEES	-	471	2,000	2,000	2,100	2,100
5286 MAINT/REP LAND	1,300	2,000	2,000	2,000	2,000	2,000
5295 OTHR SVCS	36,106	41,477	33,000	33,000	33,000	33,000
5310 OFFICE SUP	8,326	9,368	8,000	8,000	10,000	10,000
5322 DRUGS	317	758	1,000	1,000	1,000	1,000
5394 SUPPLIES/BOOKS	369	932	1,000	1,000	1,000	1,000
5420 OFFICE EQUIP	8,382	11,945	8,900	8,900	8,900	8,900
5710 TRAVEL	22,870	22,143	23,000	23,000	23,000	23,000
5730 DUES/SUBSCRIPTIONS	14,701	14,572	15,000	15,000	15,000	15,000
5790 PROF DEV	5,369	7,813	7,500	7,500	12,765	12,765
TOTAL COMMUNITY DEVELOPMENT EXPENSES	122,913	136,938	133,600	133,600	145,270	145,270
011801 COMMUNITY DEVELOPMENT SALARIES						
5831 FROM RESERVE FUNDS	(24,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL COMMUNITY DEVELOPMENT SALARIES	(24,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL COMMUNITY DEVELOPMENT	1,476,715	1,545,672	1,592,474	1,592,474	1,659,724	1,659,724



COMMUNITY SERVICES



COMMUNITY SERVICES

Department Description

The Department of Community Services (DCS) provides social, educational, cultural and recreational opportunities to Andover residents of all ages. Daytime, evening and weekend classes, special events, trips, workshops, and public performances are offered throughout the year. Program booklets, created in-house, are mailed to residents three times a year and include seasonal program information on Youth Services and Elder Services in addition to the DCS programs. Program fees vary, making opportunities accessible to the whole community.

Community Services continues to incorporate residents' ideas into valued programs. Programs are created in a number of ways including word of mouth and active investigation of popular and trendy interests. A vigorous departmental effort continually improves services to our community. Increasing enrollments are attributed to repeat family participation, a repertoire of community-based instructors, online and telephone registration, overnight drop-box, and increased identification with the DCS booklet publication. Most programs are paid through user fees.

The operating budget finances three full time staff salaries and the day-to-day expenses of running a yearlong town-wide recreation program. User fees cover the expenses and payroll for seasonal staff. In addition to the operating budget the DCS has town meeting approval for use of a revolving account. Recreational trips, summer theater programs, sports and fitness programs, and the adult co-ed softball and Bob French Basketball leagues are examples of the programs funded through the revolving account. This account assists the DCS further by offsetting many expenses that had been funded through the operating budget such as two full time staff members, the maintenance of the grounds at Recreation Park and Poms Pond, new programs, and some expenses associated with classes and programs, advertising, and facility rentals.

The DCS website features easy menus, an update scroll at the top of the page to give program changes at a glance, a headlines section featuring current programs, a calendar to show you what is happening or when classes begin, and program photos so you can see how residents are participating in our community activities. We hope that you will agree: Andover DCS is Community, Recreation, Together!

Facilities used for programming are Poms Pond, Recreation Park, Andover Town House, Senior Center, The Park, local fitness centers, Greater Lawrence Technical High School, all Andover Public Schools, and other in and out of town sites. With Recreation Park under its auspices, the park is able to assist the DCS with reducing the overhead of running Poms Pond. Coupling the two facilities to offer corporate functions will assist the DCS in reducing future budget requests. User fees help pay the expenses for seasonal maintenance and cleaning supplies. Through the mutual mission of educating its residents, the Andover School Department and Community Services have an agreement to open the public schools to community use through the DCS. The Department goal to offer as many school based activities as possible will not only allow convenient delivery of recreational programs to residents but will also help to reduce facility rental expenses incurred by using other locations.

DCS activities encompass a wide spectrum of programs including playgrounds, trips, the Poms Pond Aquatic Program, special events, Bradford Ski Program, after-school enrichment classes, evening adult education courses, town-wide youth basketball leagues, youth sports, summer vacation programs, preschool events, the summer concert series, and community giving through events, outreach, and Family-to-Family programs.

Online registration is available for residents' convenience. Also available online: Emergency Information Sheets, class evaluations, registration forms, and flyers. Email blasts come from both the town emailing lists, if residents choose to subscribe to this service, and from DCS with program reminders and updates. Stop by and visit us at the Andover Town Offices, 36 Bartlet Street, 2nd floor.

Anyone wishing to apply for a seasonal employment can fill out an application, online at www.andoverdcs.com.

Mission Statement

To provide the residents of Andover a myriad of social, educational, cultural and recreational opportunities while embracing diversity and accessibility for all. Community Services strives to rate the pulse of the community and incorporate ideas into valued programs for its citizens now and in the future.

COMMUNITY SERVICES

FY2016 Objectives

CLASSES AND ENRICHMENT SERVICES

- ◆ Continue to:
 - Add new classes into the mix of programs offered to residents.
 - Work in cooperation with community organizations and business to expand programming.
 - Increase enrollments through improved marketing.
 - Provide high quality, social, educational, and cultural programs.
 - Provide recreation and wellness opportunities.
 - Offer programs to residents of all ages as well as programs designed for specific age groups.
 - Offer morning programs to preschoolers and their parents.
 - Offer convenient daytime programming at the Youth Center, once operational.

SPECIAL PROGRAMS

- ◆ Provide special events and programs to its residents through:
 - High quality family and youth activities.
 - Special events for children and their families with seasonal themes.

SUMMER PROGRAMS

- ◆ Provide diverse, high quality sports & enrichment programs which meet the needs of residents including:
 - Recreational swimming, boating, and lessons at Poms Pond.
 - Rec Park Playground program open to all Andover residents at a very affordable cost.
 - A community concert program during July and August in The Park.
 - A variety of weekly specialty themed programs.
 - A series of preschool age events in the Park.

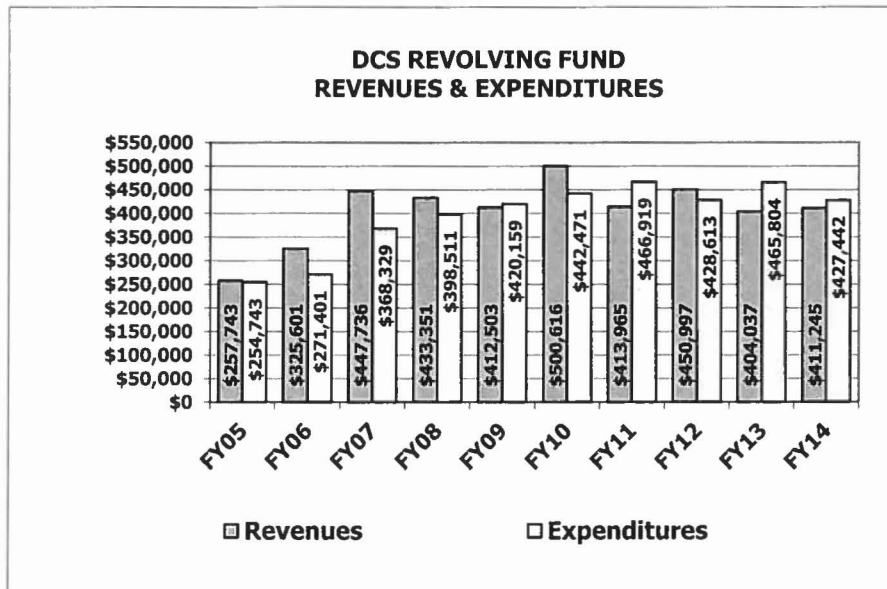
RECREATION PARK & POMPS POND

- ◆ Provide a natural resource to residents by:
 - Maintaining the park, field, trails, and courts.
 - Maintaining the water quality at Poms Pond.
 - Upgrading facility structures and playground equipment.
 - Scheduling the complex for outings, events, and programs.
 - Offering both active and passive recreation opportunities.

ADMINISTRATION

- ◆ Support program offerings through:
 - Streamlining online registration.
 - Communicating using social media like Facebook, Twitter, Instagram and Pinterest.
 - Promoting DCS activities through website updates.
 - Funding Concerts through sponsorships.

DCS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$423,000
Most Recent:	\$411,245
Change from Benchmark:	-\$11,755
Change from Prior Year:	+\$7,208

PERSONNEL DETAIL

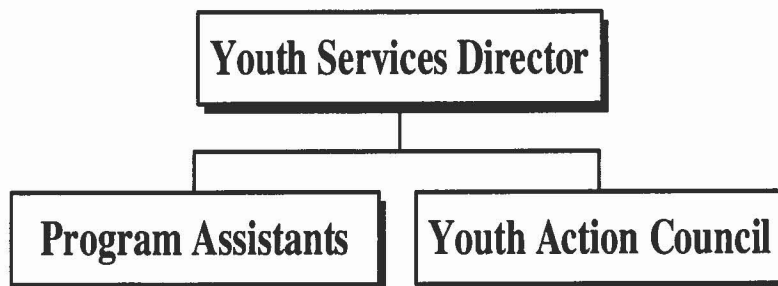
<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2013</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>REQ</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>
COMMUNITY SERVICES						
I-26 Director of Community Services	1.00	1.00	1.00	1.00	1.00	90,408
I-20 Recreation Coordinator	1.00	1.00	2.00	2.00	2.00	124,940
I-14 Administrative Secretary	1.00	1.00				
<u>Positions funded from program revenues</u>						
I-10 Office Assistant I				1.00	1.00	40,721
I-12 Finance Coordinator	1.00	1.00	1.00	1.00	1.00	41,338
I-14 Program Assistant	1.00	1.00	1.00			
TOTAL	5.00	5.00	5.00	5.00	5.00	297,407

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DEPT OF COMMUNITY SERVICES						
COMMUNITY SERVICES						
016301 COMM SERVICES SALARIES						
5110 REG WAGES	227,571	206,143	215,101	215,101	215,348	215,348
5120 OVERTIME	-	-	700	700	700	700
5130 PART-TIME	20	60	-	-	-	-
5140 SEASONAL	171,787	233,452	208,000	208,000	238,000	238,000
5187 RETRO WAGES	4,550	-	-	-	-	-
TOTAL COMM SERVICES SALARIES	403,928	439,655	423,801	423,801	454,048	454,048
016302 COMM SERVICES EXPENSES						
5206 INSURANCE	-	-	-	-	-	-
5211 ELECTRICITY	2,506	3,779	3,300	3,300	5,900	5,900
5220 TELEPHONE	2,745	3,001	3,300	3,300	3,300	3,300
5225 POSTAGE	6,009	6,298	6,400	6,400	6,600	6,600
5231 TRANS ALLOWANCE	3,120	2,600	3,120	3,120	1,560	1,560
5282 REP-OFFICE EQUIP	1,804	2,130	2,500	2,500	2,200	2,200
5284 REP-COMPUTERS	2,326	7,076	7,100	7,100	8,550	8,550
5295 OTHR SVCS	147,242	168,490	170,000	170,000	170,000	170,000
5310 OFFICE SUPPLIES	3,884	4,977	5,000	5,000	5,000	5,000
5370 SUPPLIES CONSTRUCTION	9,560	13,106	9,550	9,550	9,550	9,550
5392 SUPPLIES RECREATION	19,248	28,183	25,000	25,000	30,000	30,000
5710 TRAVEL IN-STATE	1,999	2,244	2,200	2,200	3,345	3,345
5730 DUES/SUBSCRIPTIONS	735	1,225	750	750	1,165	1,165
TOTAL COMM SERVICES EXPENSES	201,178	243,109	238,220	238,220	247,170	247,170
016301 COMM SERVICES SALARIES						
5811 FROM SALE OF SERVICE						
TOTAL COMM SERVICES SALARIES	(597,997)	(533,004)	(500,000)	(500,000)	(520,000)	(520,000)
	(597,997)	(533,004)	(500,000)	(500,000)	(520,000)	(520,000)
TOTAL COMMUNITY SERVICES	7,109	149,760	162,021	162,021	181,218	181,218



YOUTH SERVICES



YOUTH SERVICES

Department Description

Our vision for a better community starts with the education and empowerment of youth. With this in mind, the Andover Youth Services provides the youth and families of Andover with programs that focus on: personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service, and developing social skills. AYS receives ideas and concepts directly from the young people and then empowers the youth to make them happen. By interacting alongside young people, whether it is handing out flyers or creating plans for a new skate park, the programs the AYS creates and implements are immediate reflections of what the youth want and need. At the core of every AYS program is the belief that all young people – given tools, support and opportunity – can become leaders. We don't claim to create leaders; they emerge and self-select leadership roles as their AYS experience progresses. Additionally, the organization continues to be an advocate for youth development in the community and a bridge between youth and a network of support services. Andover's young people face many challenges and the mission of AYS is to develop and maintain a program that has the ability to be flexible and encourage all youth to use their creativity, spontaneity, and energy in positive ways.

Celebrating 20 years of pioneering youth development work, the Andover Youth Services has the most comprehensive recreational, educational, social and support program for the 11-18 year old age group within Andover and beyond. The AYS follows a number of youth development goals based on literature from the Center For Youth Development and Policy Research. They include enhancing various aspects of a young person's identity including: a sense of safety and structure, high self-esteem, a feeling of having a future, a feeling of belonging to a community, a perception of responsibility and a sense of self-awareness. The organization also looks to improve various aspects of a young person's health including: physical, mental and intellectual, employability and civic and social involvement.

AYS programs trips are individual experiential learning platforms where counselors are purposefully engaged in the lives of participants with shared direct experience and focused reflection. Through expeditions like rock climbing, hiking, kayaking, or surfing, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships. Having good fun is always the central objective on any AYS excursion and highly-trained staff ensure that all participants are part of the experience, receive positive feedback, and interact with peers. Every part of our outings, from the dynamic introductions, up through the activity and conclusion of the day, is an opportunity for teachable moments and igniting passion for living in the moment.

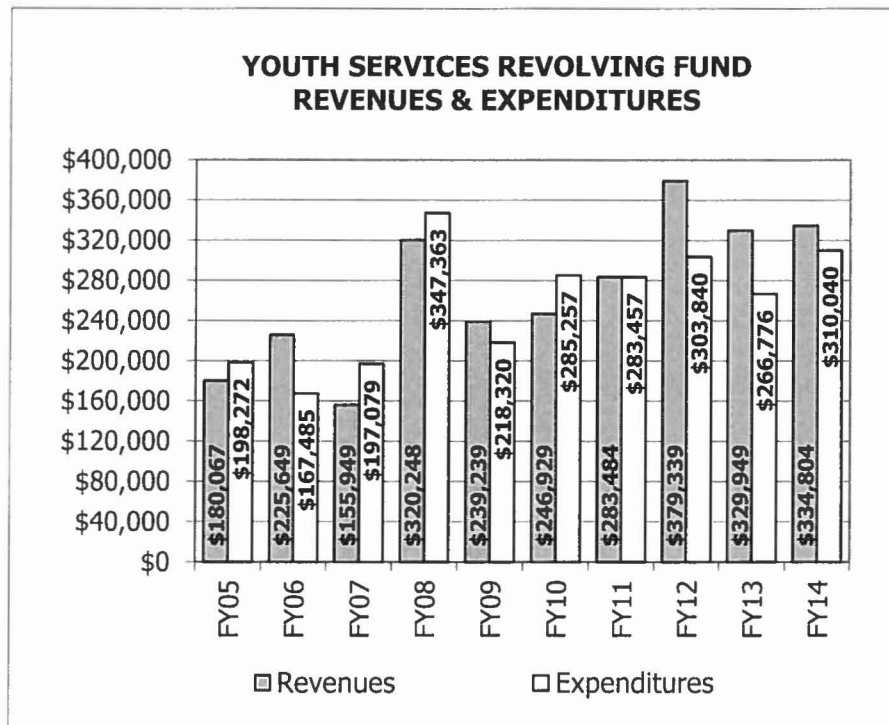
The Andover Youth Services remains committed to the policy that every young person should have the opportunity to attend our programs, events, and trips, regardless of financial situations or otherwise. Over the course of the last 20 years, the AYS has provided hundreds of young people a chance to experience new programs, adventures, and activities with scholarships and sliding scale payment plans. AYS strives to create community-based programs that do not solely rely on fees or revenues. By eliminating financial restrictions, programs and activities become immediately more accessible for youth from all social backgrounds. AYS has relied on contributions from community organizations, local businesses, and corporations to fulfill our low or no fee philosophy.

The healthy growth and development of adolescents relies on families, schools, the health sector, and community organizations working collectively to launch all young people on a successful life course. Young people need organized activities that connect participants to new and challenging experiences that will expand knowledge, promote fitness, and develop increased communication skills and responsibility. The Andover Youth Services (AYS) takes on the responsibility of youth development by providing a dynamic program filled with experiences, learning, and adventures that enrich participant's lives, create community connections, and provide opportunities for personal growth.

Mission Statement

The AYS aims to provide young people useful experiences to promote healthy growth and development. It is our goal to build a network of affordable, accessible, safe, and challenging youth programs that appeal and respond to the diverse interests of young adolescents and their families.

AYS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$330,924
Most Recent:	\$334,804
Change from Benchmark:	+\$3,880
Change from Prior Year:	+\$4,855

PERSONNEL DETAIL

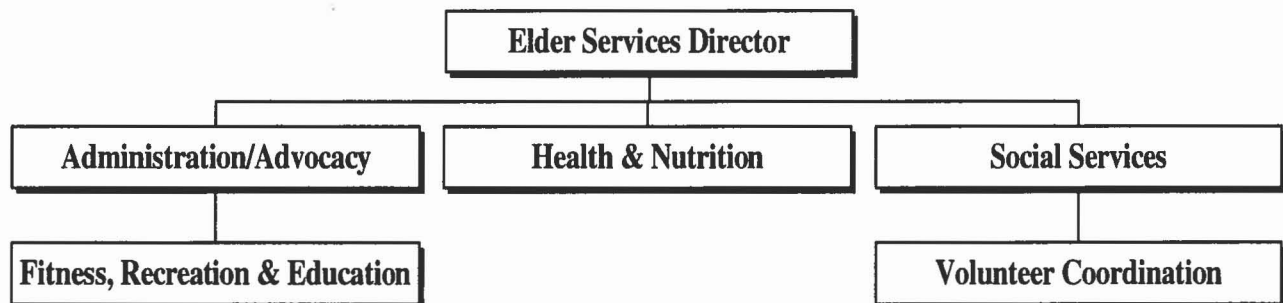
	<u>Position Classification</u>	<u>FTE FY2013</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>REQ FY2016</u>	<u>TMREC FY2016</u>	<u>TMREC FY2016</u>
YOUTH SERVICES							
I-26	Director of Youth Services	1.00	1.00	1.00	1.00	1.00	91,106
I-24	Assistant Director	1.00	1.00	1.00	1.00	1.00	83,170
I-20	Program Coordinator	1.00	1.00	2.00	2.00	2.00	125,456
I-14	Program Assistant II				1.00		
<u>Postions funded by program revenues</u>							
I-14	Program Assistant II	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>43,170</u>
	TOTAL	4.00	4.00	5.00	6.00	5.00	342,902

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

		FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
YOUTH SERVICES							
COMMUNITY SERVICES							
015421 YOUTH SERVICES SALARIES							
5110	REG WAGES	242,579	257,261	299,260	299,260	354,150	299,732
5130	PART TIME	9,929	16,153	10,000	10,000	10,000	10,000
5140	SEASONAL	26,614	35,543	40,740	40,740	40,740	40,740
5187	RETRO WAGES	4,195	-	-	-	-	-
TOTAL YOUTH SERVICES SALARIES		283,317	308,957	350,000	350,000	404,890	350,472
015422 YOUTH SERVICES EXPENSES							
5211	ELECTRICITY	4,365	4,996	20,000	20,000	36,000	36,000
5212	NATURAL GAS	-	-	10,000	10,000	20,000	20,000
5220	TELEPHONE	3,528	4,046	4,310	4,310	4,310	4,310
5225	POSTAGE	22	-	200	200	200	200
5231	TRANS ALLOWANCE	2,400	2,400	2,400	2,400	2,400	2,400
5270	PRINTING	503	2,084	2,000	2,000	4,000	4,000
5292	RENTAL/FACILITIES	4,988	5,057	6,000	6,000	3,000	3,000
5295	OTHR SVCS	7,795	7,559	7,500	7,500	7,500	7,500
5310	OFFICE SUPPLIES	4,311	3,568	3,600	3,600	6,000	6,000
5321	FOOD	5,299	8,382	4,500	4,500	10,000	10,000
5355	AUTOMOTIVE FUEL	9,808	10,151	10,500	10,500	10,500	10,500
5370	SUPPLIES CONSTRUCTION	-	-	-	-	5,000	5,000
5392	SUPPLIES RECREATION	2,854	4,823	4,000	4,000	8,000	8,000
5710	TRAVEL IN-STATE	1,441	1,386	1,400	1,400	1,400	1,400
5730	DUES/SUBSCRIPTIONS	193	20	100	100	100	100
TOTAL YOUTH SERVICES EXPENSES		47,507	54,472	76,510	76,510	118,410	118,410
TOTAL YOUTH SERVICES		330,824	363,429	426,510	426,510	523,300	468,882



ELDER SERVICES



ELDER SERVICES

Department Description

The Division of Elder Services, under the direction of the Town Manager, provides services and activities designed specifically to meet the needs of Andover residents who are 60+. A wide variety of cultural, educational and recreational programs are available for those who are very active and independent, as well as services designed to help those who are more frail live as independently as possible in the community. Families whether they live near or far, can find the assistance they need to help plan and provide for their loved ones. The Center at Punchard provides a focal point in the community; it is a place where people come together to share their many talents. Volunteers of all ages are essential to the many programs and services offered both here and in all other Town Schools and Departments. Without them we wouldn't be able to offer many of the services that are available. The Division is funded through a combination of Town budget, state and other grants, private donations and volunteers' time.

As we move forward we anticipate an increasingly diverse senior population. The "boomers", the group that was never going to get old, will begin to turn 69 this year and will have an increasing influence on the programs and services we provide. They will be redefining the face of those growing older! The 60+ population in Andover grew from 5,045 in the 2000 U.S. census to 6,447 in 2010, a 27% increase! One out of 6 residents is 60+; one out of 3 is 50+. As a community, we must be mindful of the impact of residents who have achieved "senior status". They share their vast array of skills and talents as volunteers and enrich all our lives. Of perhaps greater impact are the financial benefits to the community. The property taxes they pay help to sustain the high quality of life our residents expect and support the school system which continues to bring many families to Andover.

The ongoing challenge for the staff and volunteers is to be responsive to the needs and interests of elders and their families and to design and implement appropriate programs in the most efficient manner possible, while also planning for a continued increase of this age group. Building relationships in the community, sharing expertise, resources and support with other community groups whenever possible is also key to the success of the Division. A particular challenge is the connotation of what it means to be a senior. A frail person in need of assistance is a common image. Such misconceptions often prevent people who could benefit personally from participation in programs at the Center or who could benefit the community by volunteering their services from walking through the front door. We invite you to join us as we continue to enhance and expand this vital and essential community resource.

Vision

To create an environment where age is not a credential not a barrier.

Mission Statement

To provide individuals, regardless of background, the opportunity to seek and readily find fulfillment and growth through programs and services that nurture mind, body and spirit.

FY2016 Objectives

- ✓ *A Check mark indicates substantial progress on a continuing goal.*

HEALTH, WELLNESS & NUTRITION CENTER

- ♦ To develop a comprehensive two-year wellness plan to promote health/wellness programs and services for seniors
- ✓ Utilize local cable TV and our monthly show "There's Something About Andover" to disseminate information
- ♦ To complete an annual evaluation of nutritional services
- ✓ To provide a comprehensive nutrition education program
- ✓ To provide new opportunities for elders to access good nutrition
- ♦ To implement the accreditation process of the National Institute of Senior Centers, the National Association of Councils on Aging

ADVOCACY

- ✓ To improve the status of elders through local, regional and national advocacy effort
- ♦ To identify and explore alternative funding sources to both expand the array of available programs and offset direct costs to seniors
- ✓ To develop COA Board sub-committees to identify, focus and advocate on specific community issues
- ✓ Advocate for increased housing options for residents age 55+

ELDER SERVICES

INTERGENERATIONAL

- ♦ To develop new opportunities for intergenerational learning
- ✓ To co-ordinate with both the Andover Public Schools and Merrimack College in programming and activities involving cross generational learning
- ✓ Expand BoomerVenture initiative to reach residents age 50+

SOCIAL SERVICE COORDINATION

- ✓ To increase and strengthen social, outreach and day care services.
- ✓ To collaborate with Geriatric Nurse Specialist and other area providers to meet growing mental health needs of elder population
- ♦ To improve coordination efforts with other service providers by improving internal systems, as well as program design and delivery
- ♦ To create an executive level community provider's network
- ✓ To develop and expand speaker series for the Parkinson's Disease Support Group, Caregivers Support Group and other interested members of the community
- ✓ To increase outreach efforts to "Sandwich Generation"
- ✓ To serve as a placement site for Graduate Social Work student
- ♦ To provide emergency preparedness training and information to staff and seniors in co-ordination with other Town Departments

TRANSPORTATION

- ✓ To increase access to appropriate, affordable transportation, especially to the Senior Center, and for medical and shopping trips
- ♦ To recruit additional volunteer drivers for the Medical Transportation and Grocery Shopping programs
- ♦ To identify resources through the budget process and grants to expand the transportation program to meet the need for affordable, accessible transportation
- ✓ To continue to work with the COA sub-committee to address local transportation issues

PROGRAMS & EDUCATION

- ✓ To provide increased opportunities for older adults, as well as "boomers", Town employees and other members of the community, who are not currently using the Center or its services to actively participate in cultural, educational and inter-generational programs
- ✓ To develop and implement on-line program registration
- ♦ Explore opportunities for expanded hours to meet customer needs; many age 60+ still working

VOLUNTEER OPPORTUNITIES

- ✓ To continue to develop the number and quality of volunteer services at the Center
- ✓ To increase awareness in the community regarding the need for volunteers of all ages
- ♦ To improve volunteers' access to resource and training opportunities

HEALTH/WEELLNESS INITIATIVE

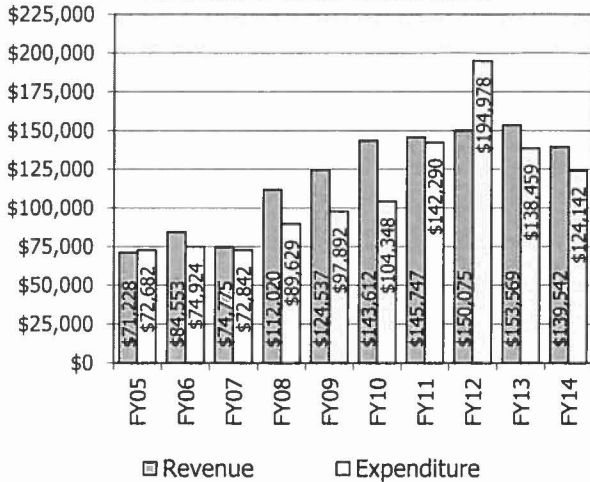
- ✓ To improve access to a variety of events promoting nutritional well being
- ♦ To continue to work with Elder Services of the Merrimack Valley, the National Council on Aging and other agencies to offer evidence based programs, such as "Healthy Eating for Older Adults" and "My Life, My Health; Achieving A Healthier State of Living" curriculum in co-ordination with other health/wellness programming
- ✓ To improve access to affordable meals, despite state and federal cutbacks affecting budget and service delivery
- ♦ To expand outreach to area physicians regarding Wellness series, including: "Healthy Eating for Older Adults", "My Life, My Health; Achieving A Healthy State of Living" and Pain Management
- ♦ Expand concept of "Wellness Center" in accordance with MCOA guidelines

COMMUNITY OUTREACH

- ✓ Expand Community Education opportunities through local media, including newspapers and cable TV
 - ✓ Collaborate with local churches and service organizations to increase awareness of available programs/services
 - ✓ Explore funding sources for community wide survey to identify issues/concerns
-

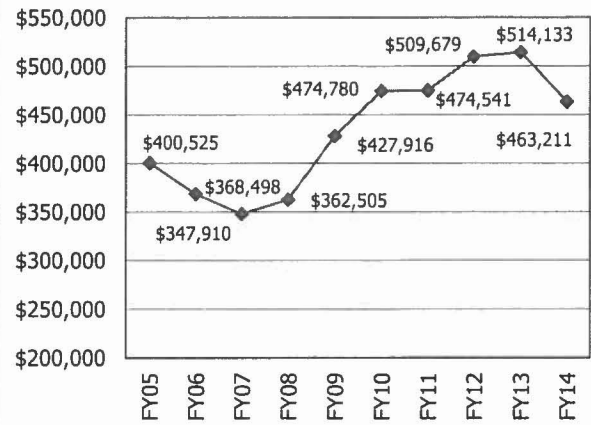
ELDER SERVICES PERFORMANCE STATISTICS

**ELDER SERVICES REVOLVING FUND
REVENUES & EXPENDITURES**



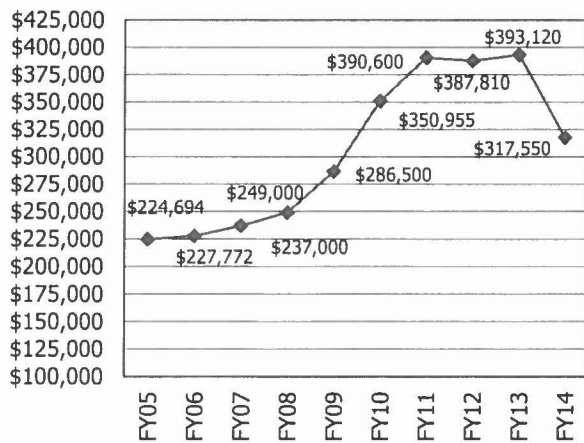
Benchmark - Revenue (prior 3-yr avg):	\$149,797
Most Recent:	\$139,542
Change from Benchmark:	-\$10,255
Change from Prior Year:	-\$14,027

**VALUE OF ELDER SERVICES
VOLUNTEER SERVICE**



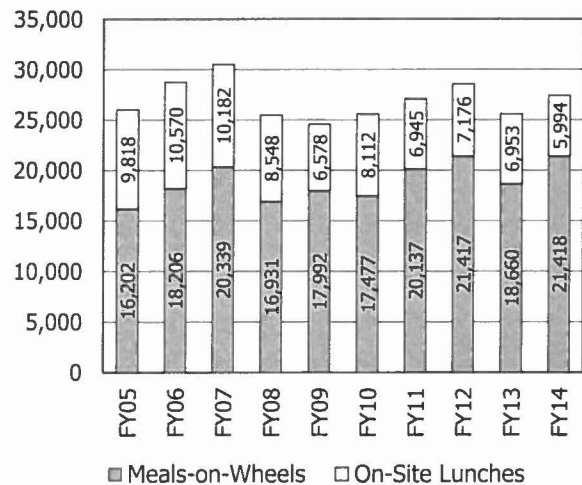
Benchmark (prior 3-yr avg):	\$499,531
Most Recent:	\$463,211
Change from Benchmark:	-\$36,320
Change from Prior Year:	-\$50,922

**TAX VOUCHER PROGRAM
VALUE TO TOWN**



Benchmark (prior 3-yr avg):	\$390,510
Most Recent:	\$317,550
Change from Benchmark:	-\$72,960
Change from Prior Year:	-\$75,570

SENIOR MEALS SERVED



Benchmark - Total Meals Served (prior 3-yr avg):	27,096
Most Recent:	27,412
Change from Benchmark:	+316
Change from Prior Year:	+1,799

PERSONNEL DETAIL

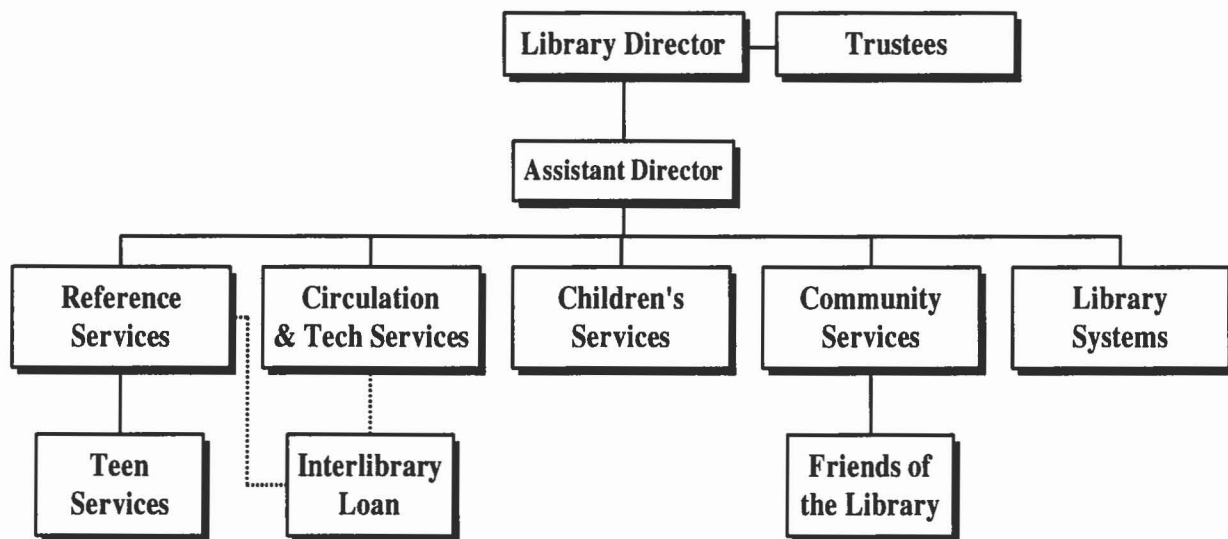
	<u>Position Classification</u>	<u>FTE FY2013</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>REQ FY2016</u>	<u>TMREC FY2016</u>	<u>TMREC FY2016</u>
ELDER SERVICES							
I-26	Director of Elder Services	1.00	1.00	1.00	1.00	1.00	92,530
I-22	Outreach Coordinator	1.00	1.00	1.00	1.00	1.00	69,703
I-20	Adult Social Day Care Coordinator	0.50	0.50	0.50	0.50	0.50	27,932
I-20	Program Coordinator	1.00	1.00	1.00	1.00	1.00	67,975
I-16	Executive Secretary	1.00	1.00	1.00	1.00	1.00	62,965
I-14	Intake Asst/Transportation Coor			1.00	1.00	1.00	46,525
I-12	Office Assistant II	1.00	1.00	1.00	1.00	1.00	54,000
I-12	Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	52,137
I-12	Intake Assistant	0.55	0.55				
I-12	Office Assistant II	0.55	0.55	0.55	0.55	0.55	25,573
I-6	Drivers	1.15	1.15	1.15	1.15	1.15	42,887
I-4	Food Service Worker	0.55	0.55	0.55	0.55	0.55	19,801
<u>Senior Connections Program (funded by program revenues revolving account))</u>							
I-20	Adult Social Day Care Coordinator	0.50	0.50	0.50	0.50	0.50	27,932
I-6	Day Care Aide	1.00	1.00	1.00	1.00	1.00	41,342
I-6	Day Care Aide	0.55	0.55	0.55	0.55	0.55	22,699
	TOTAL	11.35	11.35	11.80	11.80	11.80	654,001

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
ELDER SERVICES						
COMMUNITY SERVICES						
015411 ELDER SERVICES SALARIES						
5110 REG WAGES	255,309	324,640	370,335	370,335	357,539	357,539
5120 OVERTIME	6,218	4,114	4,000	4,000	12,000	6,000
5130 PART TIME	238,770	195,950	176,167	176,167	204,488	204,488
5187 RETRO WAGES	9,071	-	-	-	-	-
5189 UNCLASSIFIED	-	-	-	-	-	-
TOTAL ELDER SERVICES SALARIES	509,368	524,704	550,502	550,502	574,027	568,027
015412 ELDER SERVICES EXPENSES						
5206 INSURANCE	21,007	15,085	22,000	22,000	22,000	-
5220 TELEPHONE	220	162	3,250	3,250	4,380	4,380
5250 ADVRTSNG	439	390	500	500	500	500
5270 PRINTING	3,154	901	3,600	3,600	3,600	3,600
5282 REP-OFFICE EQUIP	1,135	990	990	990	990	990
5291 RENT EQUIP	5,800	3,481	4,000	4,000	4,000	4,000
5294 CLOTHING ALLOWANCE	843	708	1,000	1,000	1,500	1,500
5295 OTHR SVCS	14,225	14,125	15,000	15,000	15,000	15,000
5310 OFFICE SUP	7,876	4,552	6,000	6,000	6,000	6,000
5321 FOOD	86,611	84,166	92,000	92,000	92,000	92,000
5350 SUPPLIES/EQUIPMENT	980	822	3,000	3,000	3,000	3,000
5355 AUTOMOTIVE	4,791	4,775	6,000	6,000	6,000	6,000
5394 SUPPLIES/BOOKS	-	-	300	300	300	300
5395 OTHER COMMODITIES	12,879	14,850	12,000	12,000	12,000	12,000
5710 TRAVEL IN-STATE	2,546	2,971	2,000	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	2,350	2,210	2,500	2,500	2,500	2,500
TOTAL ELDER SERVICES EXPENSES	164,856	150,188	174,140	174,140	175,770	153,770
015411 ELDER SERVICES SALARIES						
5801 FROM FEDERAL GRANTS	(76,631)	(63,429)	(66,500)	(55,000)	(38,000)	(38,000)
5811 FROM SALE OF SERVICE	(45,173)	(38,813)	(38,500)	(50,000)	(59,000)	(59,000)
TOTAL ELDER SERVICES SALARIES	(121,804)	(102,242)	(105,000)	(105,000)	(97,000)	(97,000)
TOTAL ELDER SERVICES	552,420	572,650	619,642	619,642	652,797	624,797



MEMORIAL HALL LIBRARY



LIBRARY

Department Description

Through a diverse blend of materials and services, Memorial Hall Library serves as the educational, informational, and cultural heart of the community. Because of the many programs it provides to all ages and the access it provides to library materials and information technology, approximately 7,000 people per week are counted going into the library yearly. In addition, the library's web page provides access to another 250,000 visitors from outside the building. The library circulates approximately 600,000 items per year.

The **Library Systems Division**, working closely with library administration, Town IT, and consortium technology staff, is responsible for ensuring that both the public and the staff have access to high quality electronic information products and a secure, reliable network infrastructure. The library's traditional mission and goals are more and more reliant on technology-based solutions. The Library Systems Division supports library automation software, staff and public Internet access, Microsoft Office applications, reference databases, and presentation technology in public meeting rooms. Increasingly, Library Systems staff design customized and innovative solutions that meet the evolving information needs of our users, and that increase the productivity of our staff.

The **Circulation Division (Customer Services Desk)** is the initial point of service for most adults using the library. This nerve center of library operations coordinates all loans of library materials, holds, overdues, book club kits, and museum passes.

The **Technical Services Division** is responsible for ordering, receiving, cataloging, preparing, and tracking expenditures of library materials. Catalog records are entered into the 36member Merrimack Valley Library Consortium database and are available remotely to home users via a shared online catalog. Library users may access the online catalog and place holds or access their individual borrowing record at any time of the day or night.

The **Reference Division (Information Services)** is the core of the information services provided to the community. Whatever the question, the Reference librarians are prepared to search the library's collection of books, periodicals, the Internet, on-line databases, e-books, and microforms to find the needed answer. Reference help is provided in person, by phone, by email, and by chat. The Reference Division maintains extensive business reference sources and manages the local history collection contained in the Andover Room. The Reference librarians are skilled in providing instruction to the Internet and Microsoft Office products on the public workstations.

The **Children's Division** plans and provides services for children, birth through grade 5. Programs such as story hours, story crafts, music and summer reading programs form a continuing base of activities. All programs are planned to meet children's developmental needs. The Children's Room staff is especially mindful of the need to help children and their families select the materials they need to progress as readers and as learners.

The **Teen Division** (administratively a part of the Reference Department) supports middle and high school students with their studies and with teen-related collections and programming. Both the Children's and Teen divisions maintain a cooperative relationship with Andover schools, both public and private.

The **Community Services Division** organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities, serves as the library's liaison to the *Friends of Memorial Hall Library*, and supervises library volunteers. A major focus of the department is collaboration with other Town departments and organizations.

The **Interlibrary Loan Division** (administratively managed by the Assistant Director) processes loan requests for materials not held in the Merrimack Valley Library Consortium. The office also manages all Virtual Catalog and network transfer activities. Items are borrowed from libraries in the Commonwealth and across the country.

LIBRARY

Mission Statement

Memorial Hall Library's mission is to be an exceptional and innovative public library for the Andover community. The library provides materials in a wide variety of formats, as well as the space, technology, programs, and staffing essential to providing 21st century public library service.

Vision Statement

Memorial Hall Library is a community partner dedicated to helping the Town of Andover and its citizens realize their full potential. Library patrons experience Memorial Hall Library as a responsive, vital resource meeting their individual needs and offering a memorable and personal library experience. Lives are enriched through a lifelong relationship with ideas, literature, information, and technology.

FY2016 Objectives and Action Items

OVERALL OBJECTIVES

- ◆ Complete a new five year plan, with emphasis on customer service enhancements
- ◆ Roll out Drupal based library web page
- ◆ Develop and implement a gardening plan for the Essex Street and Main Street sides of the building
- ◆ Replace energy inefficient lighting where possible, starting in the Children's Room and Reference area

ADMINISTRATION/INFORMATION SERVICES/LIBRARY SYSTEMS

- ◆ Work with Town Purchasing on a pilot online purchase order system
- ◆ Work with Municipal Services on a pilot recycling plan for the Library
- ◆ Work with the Town Clerk to train Library staff as voting registrars
- ◆ Work with P&F to award bid for completion of the balcony on Level 1
- ◆ Work with Town IT to install VoIP and an updated wireless network
- ◆ Continue the renovation of the library, creating more functional "people" space, better display of materials, more natural light, more power drops, new furniture, fresh paint, etc.
- ◆ Develop technology plan, with Town IT, for staff PC replacement
- ◆ Explore the feasibility of digitizing and indexing local newspapers currently on microfilm
- ◆ Plan for and renovate the Reference area to meet the current needs of patrons
- ◆ Plan for the replacement of the 142 year old windows in Memorial Hall
- ◆ Renovate the Trustees Room to serve as an additional meeting room

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- ◆ Take a leadership role in MVLC to enhance the Evergreen system and other cooperative regional initiatives
- ◆ Enhance the Evergreen Acquisitions module and provide training to necessary staff
- ◆ Reorganize staff to meet evolving patron needs and provide enhanced patron service

TEEN SERVICES

- ◆ Work collaboratively with community groups and the schools to meet the needs of middle and high school students
- ◆ Coordinate with school librarians to organize and promote summer reading

CHILDREN'S SERVICES

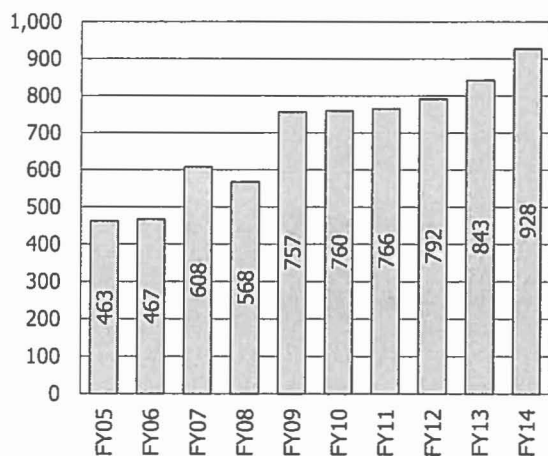
- ◆ Evaluate collections and reduce size appropriately to make more space available for patrons and programs
- ◆ Reorganize staffing to provide more resources for children's pre-school story hours and other programming

COMMUNITY SERVICES

- ◆ Continue successful efforts to collaborate with Town groups on programming
 - ◆ Build on our success in offering more cultural programming to the community
-

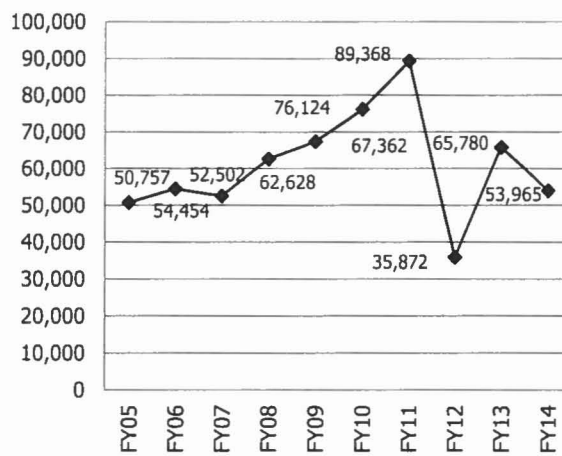
LIBRARY PERFORMANCE STATISTICS

LIBRARY PROGRAMS



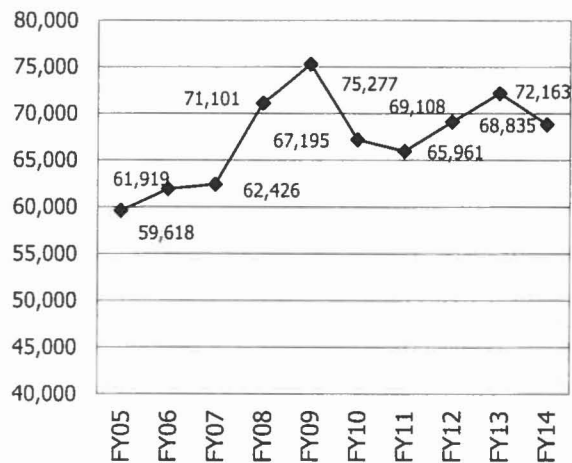
Benchmark (prior 3-yr avg):	800
Most Recent:	928
Change from Benchmark:	+128
Change from Prior Year:	+85

PC & INTERNET USE



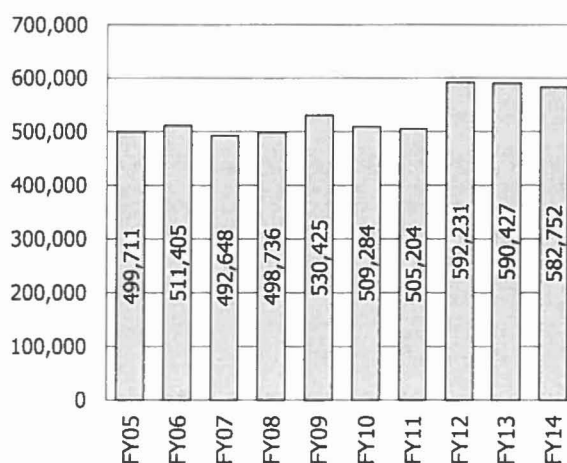
Benchmark (prior 3-yr avg):	63,673
Most Recent:	53,965
Change from Benchmark:	-9,708
Change from Prior Year:	-11,815

REFERENCE QUESTIONS



Benchmark (prior 3-yr avg):	69,077
Most Recent:	68,835
Change from Benchmark:	-242
Change from Prior Year:	-3,328

MATERIALS CIRCULATION



Benchmark (prior 3-yr avg):	562,621
Most Recent:	582,752
Change from Benchmark:	+20,131
Change from Prior Year:	-7,675

PERSONNEL DETAIL

Position Classification		FTE FY2013	FTE FY2014	FTE FY2015	REQ FY2016	TMREC FY2016	TMREC FY2016
MEMORIAL HALL LIBRARY							
<u>Full Time</u>							
M-2	Library Director	1.0	1.0	1.0	1.0	1.0	111,709
I-26	Assistant Library Director	1.0	1.0	1.0	1.0	1.0	89,022
I-26	Coordinator Technical & Circulation Svc	1.0	1.0	1.0	1.0	1.0	92,525
I-24	Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	166,435
I-24	Library Systems Coordinator *			1.0	1.0	1.0	66,697
I-20	Librarian	6.0	6.0	6.0	6.0	6.0	415,141
I-20	Comm Services Librarian			1.0	1.0	1.0	61,021
I-18	Acquisitions Head	1.0	1.0	1.0	1.0	1.0	65,701
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	62,950
I-14	Library Asst II - Circulation	2.0	2.0	2.0	2.0	2.0	118,860
I-12	Library Assistant	3.0	3.0	3.0	3.0	3.0	163,462
	Unclassified						12,592
		18.0	18.0	20.0	20.0	20.0	1,426,115
<u>Part Time</u>							
I-20	Comm Services Librarians	1.0	1.0				
I-20	Librarians	1.8	1.8	1.8	1.8	1.8	137,308
I-12	Library Assistant	4.8	4.8	4.8	4.8	4.8	269,360
	Pages and Aides						112,000
		7.6	7.6	6.6	6.6	6.6	518,668
GRAND TOTAL		25.6	25.6	26.6	26.6	26.6	1,944,783

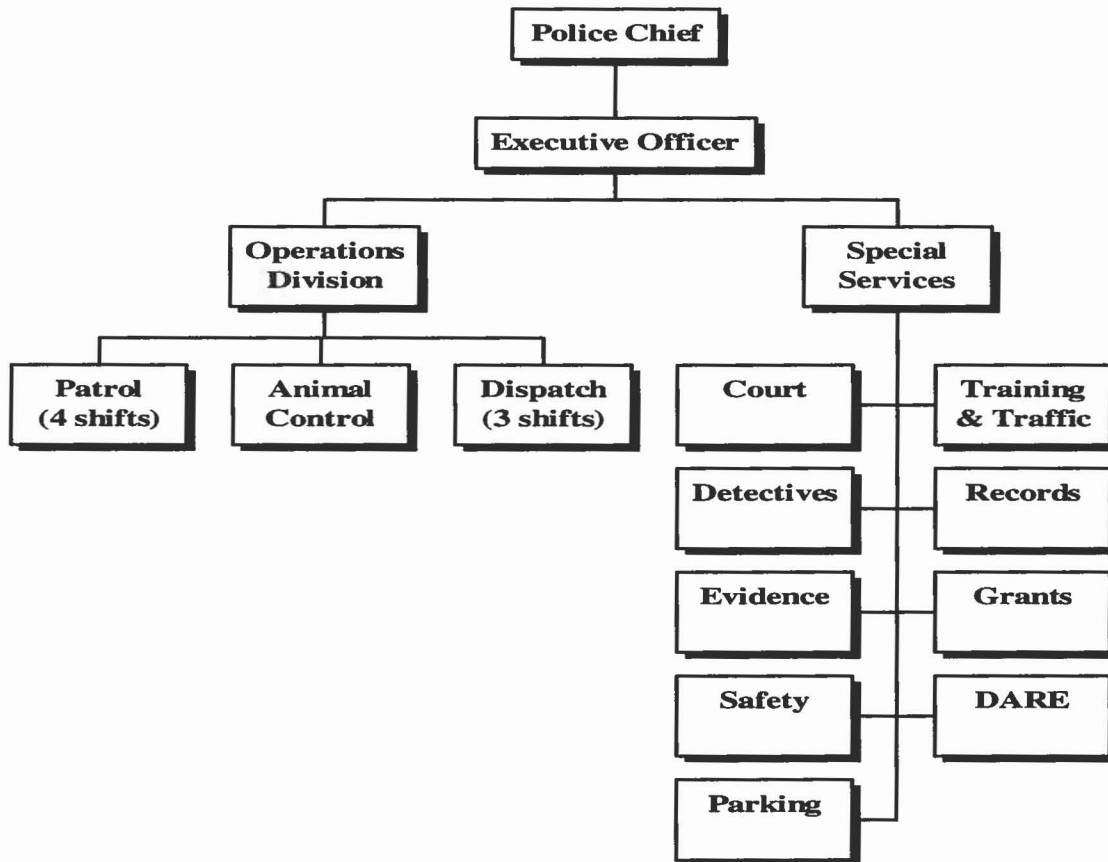
* Moved to IT Dept. budget in FY12 - Moved back to Library in FY15

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
LIBRARY						
LIBRARY						
016101 LIBRARY SALARIES						
5110 REG WAGES	1,275,958	1,334,850	1,415,207	1,415,207	1,426,115	1,426,115
5120 OVERTIME	52,544	50,563	67,200	67,200	67,200	67,200
5130 PART TIME	530,462	516,546	506,110	506,110	518,668	518,668
5187 RETRO WAGES	29,396	5,944	-	-	-	-
5189 UNCLASSIFIED PAY	5,321	-	-	-	-	-
TOTAL LIBRARY SALARIES	1,893,681	1,907,903	1,988,517	1,988,517	2,011,983	2,011,983
016102 LIBRARY EXPENSES						
5211 ELECTRICITY	78,988	71,291	91,500	91,500	109,800	109,800
5213 NATURAL GAS/OIL	26,470	33,819	27,500	27,500	30,250	30,250
5220 TELEPHONE	5,663	6,040	6,000	6,000	4,000	4,000
5225 POSTAGE	3,658	6,127	6,000	6,000	5,000	5,000
5270 PRINTING	500	989	1,000	1,000	1,000	1,000
5282 REP-OFFICE EQUIP	4,584	4,731	5,000	5,000	5,000	5,000
5284 REP-COMPUTERS	75,000	83,237	84,000	84,000	86,309	86,309
5295 OTHR SVCS	3,142	3,349	4,000	4,000	4,000	4,000
5310 OFFICE SUPPLIES	3,253	2,964	4,000	4,000	4,000	4,000
5330 SUPPLIES/BUILDING	4,152	19,665	19,000	19,000	22,000	22,000
5350 SUPPLIES/EQUIPMENT	15,972	15,471	17,500	17,500	17,500	17,500
5391 SUPPLIES/DATA PROC	-	-	-	-	-	-
5394 SUPPLIES/BOOKS	322,963	320,060	330,000	330,000	330,000	330,000
5430 OTHER EQUIPMENT	40,424	41,994	44,000	44,000	49,000	49,000
5710 TRAVEL IN-STATE	1,227	1,055	1,500	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	-	-	-	-	-	-
TOTAL LIBRARY EXPENSES	585,996	610,792	641,000	641,000	669,359	669,359
TOTAL LIBRARY	2,479,677	2,518,695	2,629,517	2,629,517	2,681,342	2,681,342



POLICE



POLICE

Department Description

The Andover Police Department is committed to providing the highest level of Public Safety to the Town of Andover community through the use of effective and efficient management practices while adhering to clearly defined legal and constitutional guidelines. The Andover Police Department is accredited by the Massachusetts Police Accreditation Commission. We work with all other Town Departments as well as other State, Local and Federal Agencies to ensure that our mission can be accomplished and the Department can provide the maximum service to the community within the allocated budget. The Department is authorized at 53 full-time and 10 part-time sworn personnel. A police department serving a community with demographics such as Andover should have a full-time staff of 60-64 sworn officers. The Department utilizes civilian staff to supplement the sworn complement, however; it is imperative that the Town make a commitment to increase the sworn complement to adequately provide police services to the Andover community in the future.

The Department employs 22 civilian employees. There are 11 full-time civilian communicators and 2 part-time that dispatch Fire, Police, Emergency Medical Services as well as field all 9-1-1 emergency calls for service. An Executive Assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records, Payroll, Detectives and Diversion.) The Chief of Police also acts as the Town of Andover Emergency Management Director and the Executive Officer serves as the Deputy Emergency Management Director. Additionally the Department handles all Animal Control issues with 1 (one) Animal Control Officer and all Parking Enforcement with 1.5 Parking Enforcement Officers.

The Department is structured in two Divisions, Operations Division and Support Services Division. Each Division has a distinct chain of command based on a para -military hierarchy that allows for effective communications and deployment of personnel.

OPERATIONS DIVISION:

Uniformed Patrol - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

Investigations - It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance carried on for different reasons, whether to confirm or deny the existence of a specific activity, takes place at different times. Substance Abuse Unit works within the Investigation Division. This Unit conducts undercover operations to thwart the drug and alcohol issues throughout the community.

Specialized Patrol Units

Mountain Bike Patrol – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into area cruisers are unable to patrol.

Motorcycle Patrol – Specially trained officers assigned to Patrol and the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.

K-9 Officer – The Department has one specially trained canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain and the detection of narcotics.

Tactical Officers - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has an Incident Management Assistance Team (IMAT) and traffic reconstruction unit to assist communities.

Emergency Services – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.

POLICE

Animal Control – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the Andover Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.

SPECIAL SERVICES DIVISION:

Central Dispatch – The purpose of the Central Dispatch is to receive process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all request for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency. All dispatchers have been certified in Emergency Medical Dispatch. The Dispatch Center also serves as the back up Dispatch Center for the Essex County Regional Dispatch Center and the District 15 Fire Service.

Parking Control – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant down town area.

Safety Program – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

School Resource Officer Program – The SRO program was implemented in 2007 through a joint venture between the Andover Police Department and the Greater Lawrence Technical School. It was expanded in 2012 to include a School Resource Officer at the High School. These partnerships with both schools will allow us to assist in providing a safer learning environment.

Crime Prevention and Public Education – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center.

Domestic Violence/ Elder services- The Police Department has an Officer that is assigned as a Liaison to Elder services and the Center at Punchard. The Officer works closely with these agencies and does follow up investigations with any incident that involves a senior member of our community. The same Officer does follow up investigations with all Domestic incidents within the community and informs victims of resources available to them through social services and the court system.

Training - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety related classes and the tracking of such programs.

Records – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.

POLICE

Traffic Division – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

Prosecution - The Prosecution section handles all inter-action between the Police Department and the judicial court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

Court Diversion – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

EMERGENCY MANAGEMENT:

The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resources used. The Chief of Police is the Emergency Management Director and serves as the State Liaison. Public education, auxiliary training, radio communications and inter department coordination are the four main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover while working closely with other Town leaders.

Mission Statement

The mission of the Andover Police Department is to provide the highest level of public safety and professional service to the citizens who live, work, commute and visit within the Town of Andover. We are dedicated to provide these services by enforcing the laws of the Commonwealth of Massachusetts, the By-laws of Andover and the Constitution of the United States, to ensure that the peace and security of our neighborhoods are maintained and that crime and the fear of crime are reduced.

Values Statement

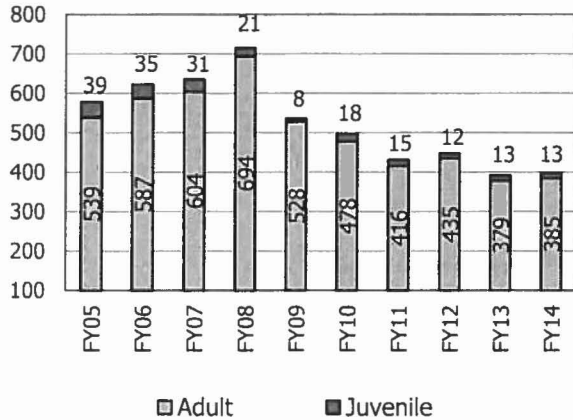
Every member of our organization shall be devoted to provide the highest quality of public service with integrity, respect, fairness, compassion, and courage. We are committed to treating the public with respect, dignity and fairness to serve as role models among the community. We encourage citizen and police collaborations and relationships to improve our community's safety and security

FY2016 Objectives

- ♦ To develop and maintain programs aimed at crime prevention.
 - ♦ To provide for positive enforcement measures against established criminal activities and to provide timely and thorough police related investigations.
 - ♦ To maintain our current, and expand community policing programs within the community.
 - ♦ To facilitate a proper response to all calls for service from the community.
 - ♦ To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
 - ♦ To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, high ethical standards, dedication and expertise in the delivery of our services within our operating budget.
 - ♦ To continue to provide outstanding Police Services, Emergency Management Services, Animal Control Services and Parking Services for the Andover Community.
-

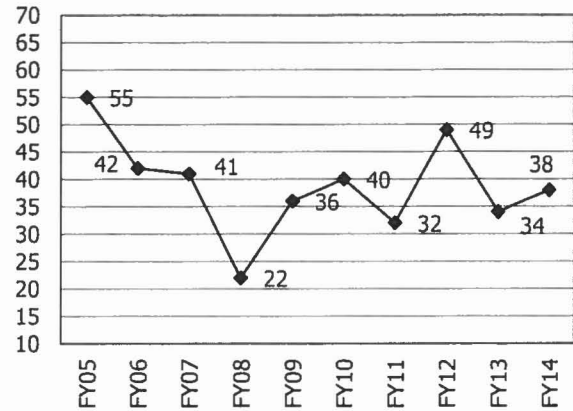
POLICE PERFORMANCE STATISTICS

ARRESTS



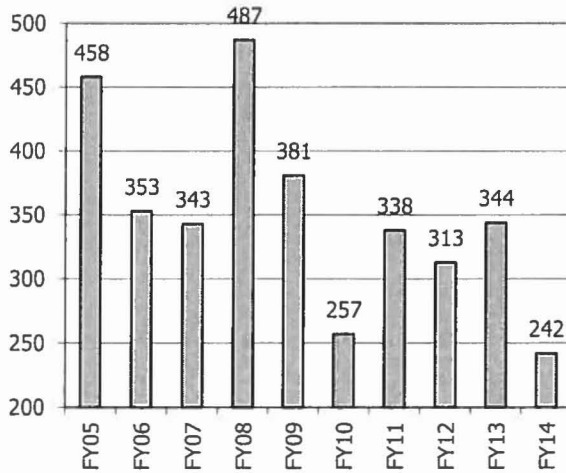
Benchmark - Adult (prior 3-yr avg): 410
 Most Recent: 385
 Change from Benchmark: -25
 Change from Prior Year: +6

ASSAULTS



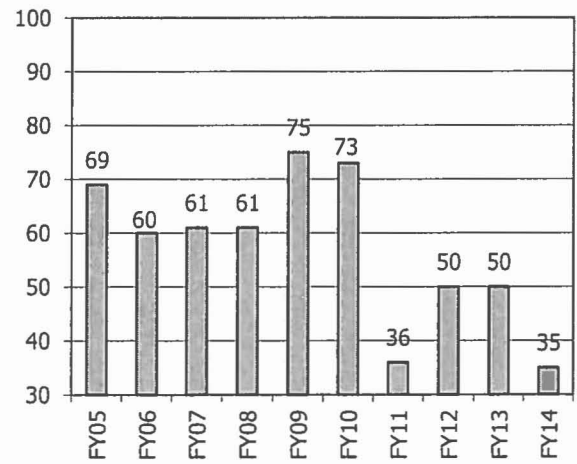
Benchmark (prior 3-yr avg): 38
 Most Recent: 38
 Change from Benchmark: 0
 Change from Prior Year: +4

LARCENY



Benchmark (prior 3-yr avg): 332
 Most Recent: 242
 Change from Benchmark: -90
 Change from Prior Year: -102

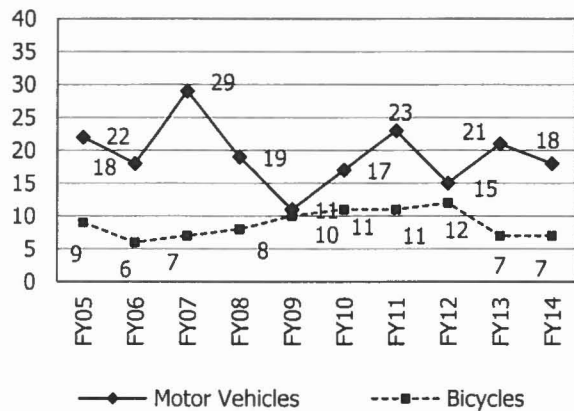
BREAKING & ENTERING



Benchmark (prior 3-yr avg): 45
 Most Recent: 35
 Change from Benchmark: -10
 Change from Prior Year: -15

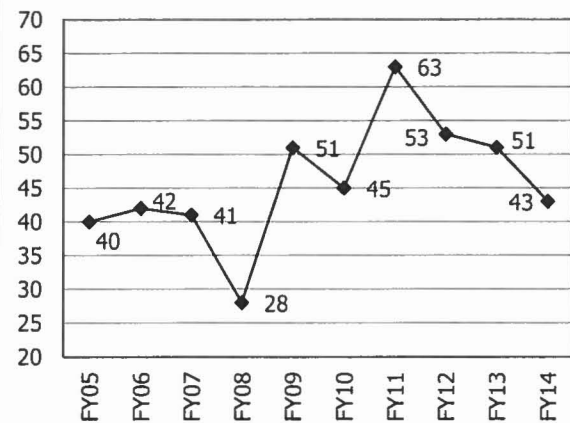
POLICE PERFORMANCE STATISTICS

STOLEN VEHICLES & BICYCLES



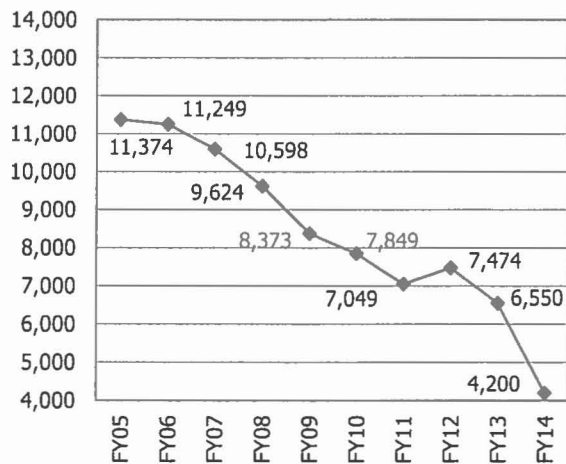
Benchmark - Motor Vehicles (prior 3-yr avg):	20
Most Recent:	18
Change from Benchmark:	-2
Change from Prior Year:	-3

DOMESTIC ABUSE



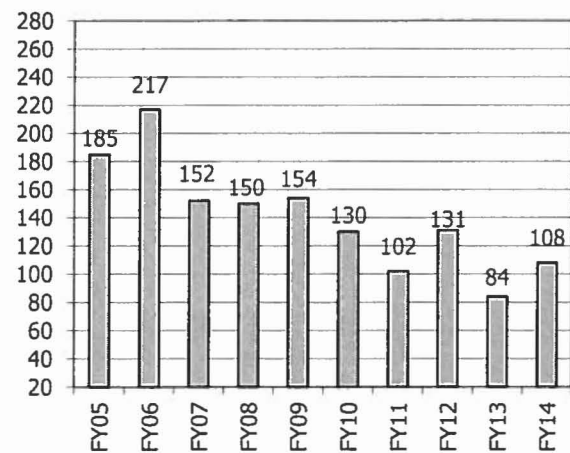
Benchmark (prior 3-yr avg):	56
Most Recent:	43
Change from Benchmark:	-13
Change from Prior Year:	-8

PARKING VIOLATIONS



Benchmark (prior 3-yr avg):	7024
Most Recent:	4200
Change from Benchmark:	-2824
Change from Prior Year:	-2350

VANDALISM



Benchmark (prior 3-yr avg):	106
Most Recent:	108
Change from Benchmark:	-2
Change from Prior Year:	+24

PERSONNEL DETAIL

	<u>Position Classification</u>	<u>FTE FY2013</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>REQ FY2016</u>	<u>TMREC FY2016</u>	<u>TMREC FY2016</u>
POLICE DEPARTMENT							
M-3	Chief of Police	1.0	1.0	1.0	1.0	1.0	154,558
R	Lieutenant	6.0	6.0	6.0	6.0	6.0	752,118
Q	Sergeant	8.0	8.0	8.0	8.0	8.0	820,646
P	Patrol Officers *	37.0	37.0	37.0	37.0	37.0	2,822,330
P	School Patrol Officer **	1.0	1.0	1.0	1.0	1.0	65,339
	Less Andover School Contribution						(45,235)
I-12	Office Assistant II			1.0	1.0	1.0	52,391
I-16	Office Assistant III	1.0	1.0	1.0	1.0	1.0	62,012
I-18	Executive Assistant	1.0	1.0	1.0	1.0	1.0	66,175
I-12	Records Clerk	2.0	2.0	2.0	2.0	2.0	101,916
	Unclassified						200,109
		57.0	57.0	58.0	58.0	58.0	5,052,359
<u>Part-Time</u>							
	Alternative Sentencing Program						8,616
	Office Asst II (Full-time FY15)	0.5	0.5				
	New Horizons after school program	0.5	0.5	0.5	0.5	0.5	25,000
	Reserve Officers						25,000
	Matrons						4,308
		1.0	1.0	0.5	0.5	0.5	62,924
<u>CENTRAL DISPATCHING</u>							
D2	Dispatch Supervisor	1.0	1.0	1.0	1.0	1.0	68,889
D1	Dispatcher	10.0	10.0	10.0	10.0	10.0	615,515
	Reserve Dispatchers						35,000
		11.0	11.0	11.0	11.0	11.0	719,404
<u>ANIMAL CONTROL</u>							
I-16	Animal Control Officer	1.0	1.0	1.0	1.0	1.0	65,135
		1.0	1.0	1.0	1.0	1.0	65,135
<u>PARKING CONTROL</u>							
I-12	Parking Control Supervisor	1.0	1.0	1.0	1.0	1.0	55,863
I-10	Parking Control Assistant	0.5	0.5	0.5	0.5	0.5	18,927
		1.5	1.5	1.5	1.5	1.5	74,790
GRAND TOTAL		71.5	71.5	72.0	72.0	72.0	5,974,612

Notes: *39 positions authorized, 38 funded

**One Patrol Officer funded partially by Greater Lawrence Technical High School

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
POLICE DEPARTMENT						
PUBLIC SAFETY						
012101 POLICE DEPT SALARIES						
5110 REG WAGES	4,799,542	4,818,519	4,975,703	4,975,703	5,052,359	5,052,359
5111 ILD INJURED ON DUTY	11,724	49,993	-	-	-	-
5123 MISC OT	859,783	709,458	840,000	840,000	840,000	840,000
5125 COURT DUTY	73,401	83,896	100,000	100,000	100,000	100,000
5127 INVESTIGATIONS	9,898	8,804	9,460	9,460	9,460	9,460
5130 PART TIME	40,241	58,380	62,924	62,924	62,924	62,924
5187 RETRO WAGES	3,820	132,431	-	-	-	-
5189 UNCLASSIFIED PAY	146,754	-	-	-	-	-
TOTAL POLICE DEPT SALARIES	5,945,163	5,861,481	5,988,087	5,988,087	6,064,743	6,064,743
012102 POLICE DEPT EXPENSES						
5211 ELECTRIC	109,336	100,336	110,000	110,000	110,000	110,000
5213 NATURAL GAS/OIL	54,226	58,666	65,000	65,000	65,000	65,000
5220 TELEPHONE	52,666	53,945	55,000	55,000	55,000	35,000
5225 POSTAGE	4,292	4,335	4,800	4,800	5,000	5,000
5285 REP/OTHER EQUIP	105,252	113,681	115,000	115,000	116,300	116,300
5287 REPAIRS/RADIO EQUIP	45,864	72,014	78,000	78,000	88,000	88,000
5291 EQUIPMENT RENTAL	6,252	25,150	35,600	35,600	35,600	35,600
5294 CLOTHING ALLOWANCE	54,518	70,689	76,200	76,200	76,200	76,200
5295 OTHR SVCS	12,946	32,650	65,500	65,500	65,500	65,500
5296 MEDICAL EXPENSES	19,647	62,612	25,000	25,000	25,000	25,000
5310 OFFICE SUPPLIES	8,202	7,923	10,000	10,000	10,000	10,000
5350 OPERATING SUPPLIES	57,450	80,356	80,000	80,000	85,000	85,000
5355 AUTOMOTIVE FUEL	116,983	115,669	125,000	125,000	125,000	125,000
5395 OTHER COMMODITIES	40,983	46,867	56,000	56,000	56,000	56,000
5410 MACHINERY/EQUIPMENT	6,020	31,015	42,500	42,500	42,500	42,500
5710 TRAVEL IN STATE	458	428	4,000	4,000	2,000	2,000
5715 PROF DEV	6,932	9,995	15,000	15,000	17,000	17,000
5720 TRAVEL OUT OF STATE	29	-	-	-	-	-
5730 DUES/SUBSCRIPTIONS	10,818	16,245	15,000	15,000	17,000	17,000
TOTAL POLICE DEPT EXPENSES	712,874	902,576	977,600	977,600	996,100	976,100
012101 POLICE DEPT SALARIES						
5811 FROM SALE OF SERVICE	(95,520)	(70,000)	(70,000)	(70,000)	(80,000)	(80,000)
5831 FROM RESERVE FUNDS	-	(75,405)	(56,235)	(56,235)	(67,010)	(67,010)
TOTAL POLICE DEPT SALARIES	(95,520)	(145,405)	(126,235)	(126,235)	(147,010)	(147,010)
TOTAL POLICE DEPARTMENT	6,562,517	6,618,652	6,839,452	6,839,452	6,913,833	6,893,833

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
POLICE CENTRAL DISPATCH PUBLIC SAFETY						
012151 CENTRAL DISPATCH SALARIES						
5110 REG WAGES	687,751	610,072	682,500	682,500	684,404	684,404
5123 MISC OT	99,509	101,458	100,000	100,000	100,000	100,000
5130 PART TIME	56,231	26,427	35,000	35,000	35,000	35,000
5186 OVERTIME RETRO	-	19,994	-	-	-	-
TOTAL CENTRAL DISPATCH SALARIES	843,491	757,951	817,500	817,500	819,404	819,404
012152 CENTRAL DISPATCH EXPENSES						
5285 REP/OTHER EQUIP	7,718	2,403	2,500	2,500	2,500	2,500
5287 REPAIRS/RADIO EQUIP	(2,860)	3,586	4,200	4,200	4,200	4,200
5291 EQUIPMENT RENTAL	-	4,120	4,550	4,550	4,550	4,550
5294 CLOTHING ALLOWANCE	4,827	5,033	5,500	5,500	5,500	5,500
5310 OFFICE SUPPLIES	388	281	500	500	500	500
5350 OPERATING SUPPLIES	2,759	6,045	5,860	5,860	5,860	5,860
5420 OFFICE EQUIPMENT	-	1,548	1,502	1,502	1,502	1,502
5710 TRAVEL	374	-	1,200	1,200	-	-
5715 PROFESSIONAL DEVELOPMENT	-	-	-	-	1,200	1,200
TOTAL CENTRAL DISPATCH EXPENSES	13,206	23,016	25,812	25,812	25,812	25,812
TOTAL POLICE CENTRAL DISPATCH	856,697	780,967	843,312	843,312	845,216	845,216

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
POLICE ANIMAL CONTROL PUBLIC SAFETY						
012161 POLICE ANIMAL CONTROL SALARIES						
5110 REG WAGES	59,223	65,028	65,135	65,135	65,135	65,135
5120 OVERTIME	4,342	2,888	3,000	3,000	3,000	3,000
	1,107	-	-	-	-	-
TOTAL POLICE ANIMAL CONTROL SALARIES	64,672	67,916	68,135	68,135	68,135	68,135
012162 POLICE ANIMAL CONTROL EXPENSES						
5294 CLOTHING ALLOWANCE	997	1,000	1,000	1,000	1,000	1,000
5295 OTHER SERV	1,948	3,222	3,400	3,400	3,400	3,400
5310 OFFICE SUPPLIES	307	479	300	300	300	300
5350 OPERATING SUPPLIES	620	987	1,000	1,000	1,000	1,000
TOTAL POLICE ANIMAL CONTROL EXPENSES	3,872	5,688	5,700	5,700	5,700	5,700
TOTAL POLICE ANIMAL CONTROL	68,544	73,604	73,835	73,835	73,835	73,835

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

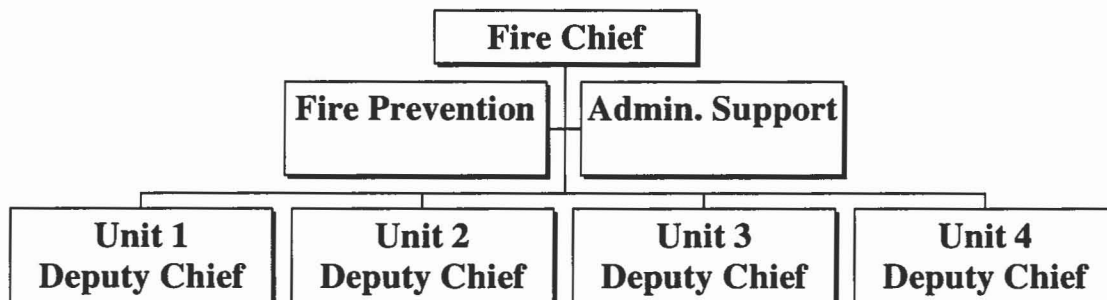
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
POLICE EMERGENCY PREPAREDNESS PUBLIC SAFETY						
012171 EMERGENCY PREP SALARIES						
5130 PART TIME	1,496	1,497	1,500	1,500	1,500	1,500
TOTAL EMERGENCY PREP SALARIES	1,496	1,497	1,500	1,500	1,500	1,500
012172 POLICE - EMERGENCY PREP EXPENSES						
5220 TELEPHONE	480	537	500	500	564	564
5310 OFFICE SUPPLIES	-	261	300	300	300	300
5350 OPERATING SUPPLIES	73	2,464	2,500	2,500	2,500	2,500
5360 REPAIR PARTS/EQUIP	360	80	6,000	6,000	17,000	17,000
TOTAL EMERGENCY PREP EXPENSES	913	3,342	9,300	9,300	20,364	20,364
TOTAL POLICE EMERGENCY PREP	2,409	4,839	10,800	10,800	21,864	21,864

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
POLICE PARKING CONTROL PUBLIC SAFETY						
012181 PARKING CONTROL SALARIES						
5110 REG WAGES	54,538	55,770	55,863	55,863	55,863	55,863
5120 OVERTIME	42	1,080	1,200	1,200	1,200	1,200
5130 PART TIME	26,951	26,584	26,702	26,702	18,927	18,927
5187 RETRO WAGES	1,461	-	-	-	-	-
TOTAL PARKING CONTROL SALARIES	82,992	83,434	83,765	83,765	75,990	75,990
012182 PARKING CONTROL EXPENSES						
5206 INSURANCE	15,105	15,085	16,000	16,000	16,000	16,000
5294 CLOTHING ALLOWANCE	1,409	1,852	2,000	2,000	1,000	1,000
5310 OFFICE SUPPLIES	6,956	8,037	15,000	15,000	20,000	20,000
5350 OPERATING SUPPLIES	16,293	14,954	27,000	27,000	30,000	30,000
TOTAL PARKING CONTROL EXPENSES	39,763	39,928	60,000	60,000	67,000	67,000
012181 PARKING CONTROL SALARIES						
5831 FROM RESERVE FUNDS	(35,000)	(83,095)	(83,765)	(83,765)	(75,990)	(75,990)
TOTAL PARKING CONTROL SALARIES	(35,000)	(83,095)	(83,765)	(83,765)	(75,990)	(75,990)
012182 PARKING CONTROL EXPENSES						
5831 FROM RESERVE FUNDS	-	(41,500)	(60,000)	(60,000)	(67,000)	(67,000)
TOTAL PARKING CONTROL EXPENSES	-	(41,500)	(60,000)	(60,000)	(67,000)	(67,000)
TOTAL PARKING CONTROL	87,755	(1,233)	-	-	-	-



FIRE & RESCUE



FIRE-RESCUE

Department Description

Andover Fire Rescue, under the direction of the Fire Chief, provides emergency and non-emergency services necessary to protect life, property and the environment, in the most efficient, cost effective manner possible. Its mission is to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural and man-made disasters; prevent loss to property from fire or fire-related services; increase public education, code enforcement and awareness among area citizens. Andover Fire Rescue provides these services through the following divisions:

The Administration Division is responsible for managing the organization's daily operations including the operating budget; purchasing; personnel and payroll records for seventy employees; hiring of new employees; developing management policies; rules and regulations, evaluating and expanding the use of advanced technologies within the organization; and providing administrative and support services to those internal and external customers who require it. The Administrative Division also ensures that all policies and procedures are in compliance with all state and federal legislation to include code enforcement and inspections, response, safety, and personnel resources.

The Fire Suppression Division focuses on response and mitigation to a myriad of fire types in an effort to minimize life and property loss. The personnel assigned to this division are also prepared to respond efficiently to various types of technical rescue incidents such as, water, trench, confined space, structural collapse and heights. Personnel are also trained to respond to and begin the mitigation of hazardous materials incidents. In addition, their efforts include answering requests for service that may lead to the early discovery and/or prevention of fires and other life safety issues.

The Emergency Medical Services Division provides emergency medical service for those requiring Basic Life Support and assists the fire suppression division when necessary. The ambulance personnel also respond to fire alarms and other non-medical emergencies to provide medical assistance to both civilian and emergency personnel. Residents and non-residents are billed for the ambulance service through the utilization of a third-party insurance billing agency.

The Fire Prevention Division personnel ensure that state fire codes and permitting processes are followed in the construction of new buildings and the rehabilitation of older occupancies. This division is responsible for the implementation and supervision of all fire and life safety inspection programs within the Town of Andover. Public education programs specific to target audiences such as children and the elderly are also organized through this division.

The Training Division is coordinated by a Deputy Chief who has the additional responsibility of the Training Officer. The Training Officer develops training programs and instructors deliver additional training programs to all Andover Fire Rescue personnel from the Massachusetts Fire Academy and additional certifying agencies. All personnel are required to participate in several hundred hours of instruction on an annual basis on topics that include: technical rescue, basic firefighting skills, hazardous materials response, emergency medical response, information technology, and other incident specific programming.

The Maintenance Division in conjunction with Municipal Services Department personnel is supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 14 vehicles and scores of hydraulic, pneumatic, electric and gas powered hand tools. This program is in place to insure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine companies and truck companies; the testing of all fire apparatus annually in accordance with N.F.P.A. standards; annual certification of all S.C.B.A. cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications.

The Fire Investigation Unit is coordinated by the fire investigator who responds to all fires that are suspicious in nature. Working with federal, state and local law enforcement agencies, all suspicious fires are thoroughly investigated and when necessary, followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

FIRE-RESCUE

Mission Statement

The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies.

The organization provides professional services such as fire suppression, EMS, technical rescue, and hazardous materials response.

Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.

We are dedicated to assisting those in need regardless of the severity of the problem.

Vision Statement

For the next several years, Andover Fire Rescue will be an organization whose personnel function as a cohesive team that is empowered, effective and enthusiastic with the services we provide to our community.

We will be recognized as a regional leader by our community, neighbors and peers and enthusiastically supported by our community, which views us with pride, respect, and confidence.

Our mission will be accomplished by a physically fit, healthy and increasingly diverse workforce, that are well trained in a multitude of core and specialized skills and empowered with a high level of involvement in our success.

Our equipment will be dependable, capable and consistent with the needs of our community that embraces cutting edge technology with an emphasis placed on firefighter safety.

Andover Fire Rescue will meet the challenges of the future through:

- ♦ Implementation of a unified and functional organizational structure that will include the increasing of staff and incident response personnel.
 - ♦ A responsive organizational structure that will openly communicate and respond to the personnel and the citizens within community.
 - ♦ Development of adequate facilities that are properly located and designed so as to provide optimum response time and quality service delivery.
 - ♦ Creation of additional community outreach opportunities through increased public education, public relations and fire prevention programs.
 - ♦ Embracing training programs that are comprehensive and inclusive of core firefighting and Emergency Medical Service competencies as well as technical rescue skills.
 - ♦ Utilization of existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns.
 - ♦ Development of a fully integrated and interoperable radio communications system that will provide increase firefighter safety at all multi-agency responses.
 - ♦ Development and implementation of a complete wellness program to ensure all personnel are physically healthy and mentally fit.
 - ♦ Promoting and maintaining a positive work environment.
-

Value Statement

The values of Andover Fire Rescue are service to those in need and community involvement through the professionalism, integrity, and dedication of its personnel.

FIRE-RESCUE

FY2016 Objectives

Management, Labor and Political Relations – Continually review the management and administrative policies in order to develop and maintain a progressive, dynamic, and innovative organization.

- ♦ Negotiate a fair and reasonable contract with Firefighters Local 1658.
- ♦ Collaborate with local and state political leaders in an effort to advocate for fire safety and injury prevention initiatives.
- ♦ Continue open communications with management, labor and town officials.
- ♦ Local 1658 involvement in all Andover Fire Rescue processes.
- ♦ Increase the number of Andover Fire Rescue advocates with increased public information programming.
- ♦ Increased involvement in planning process from political leaders.
- ♦ Management to continue advocating for firefighters.
- ♦ Promoting and maintaining a positive work environment.

Facilities – A planned schedule for the acquisition, replacement or renovation of the Andover Fire Rescue facilities.

- ♦ Assist the Ballardvale Fire Station Committee in securing an appropriate site for the replacement station as identified in the most current feasibility study.
- ♦ Secure funding to upgrade the Andover Fire Rescue communications infrastructure to provide a greater level of reliability.
- ♦ Continue dialogue with community partners to develop a plan for emergency access to the Merrimack River for rescue purposes.
- ♦ Attain funding to complete communications reliability upgrades with fiber optic and microwave network.
- ♦ Work with plant and facility personnel to address all deficiencies with the Central Fire Station such as the apparatus bay floor, HVAC system and leaking windows.
- ♦ Begin planning for the replacement of the West Fire Station as identified in the Town of Andover Master Plan.

Personnel – Analyze staffing needed for positions both staff and fire rescue, through the reorganization of Andover Fire Rescue to ensure safe staffing levels on all organizational levels.

- ♦ Analyze methods of which to retain all current personnel and staffing.
- ♦ Continue to utilize new employee evaluation and skills program.
- ♦ Provide educational opportunities to all personnel seeking professional development.
- ♦ Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education activities.
- ♦ Approval of a new position to manage all EMS and Fire training within the organization.

Fire Prevention/ Code Enforcement/Public Education– Develop effective fire prevention, public education, code enforcement, and educational programs that are designed to reduce property loss, injuries and deaths from fire and other risks.

- ♦ Continue to develop public education programs with local media.
- ♦ Increase pre-incident planning that includes the use of information technology and GIS systems.
- ♦ Maintain and increase station open houses and safety house activities.
- ♦ Deliver the Andover Fire Rescue Citizens Academy.
- ♦ Deliver a risk prevention education programming within the schools.
- ♦ Develop and implement programming for target groups such as the elderly and adolescents.

Training - Develop and deliver a comprehensive training and educational program designed to build team

FIRE-RESCUE

effectiveness and individual career development.

- ♦ Develop relationships with DFS to establish representation on all statewide training initiatives.
- ♦ Initiate a plan to attain EMS accreditation.
- ♦ Maintain annual training programs for all Andover Fire Rescue personnel.
- ♦ Continue the implementation of the probationary progress review program.
- ♦ Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.

Health and Safety – Develop and implement a comprehensive program for risk management, physical fitness, and wellness of personnel in collaboration with the Town of Andover Human Resources Department.

- ♦ Implement a voluntary wellness and physical fitness program.
- ♦ Continue to upgrade all obsolete fitness equipment within the fire stations.
- ♦ Perform annual flow testing on all Self Contained Breathing Apparatus and hydrostatic testing on all cylinders.
- ♦ Maintain labor/management safety committee dialogue.
- ♦ Provide for individual fit testing annually.
- ♦ Maintain a personal protective clothing program which replaces 20% of garments annually.

Apparatus – A planned and maintained schedule for the funding, acquisition, and replacement of all Andover Fire Rescue emergency and support vehicles.

- ♦ Maintain capitol replacement program for all apparatus and staff vehicles.
- ♦ Maintain the existing preventive maintenance programs currently in place.
- ♦ Purchase state of the art apparatus diagnostic testing equipment for troubleshooting.
- ♦ Maintain annual pump testing program.
- ♦ Maintain the annual ladder testing program.
- ♦ Maintain the annual hose testing program.

Emergency Medical Services – A planned schedule for funding to increase the capabilities of EMS services to the community, increase the quality of care, reduce response times, and to develop innovative revenue streams to lessen the impact on the annual budget.

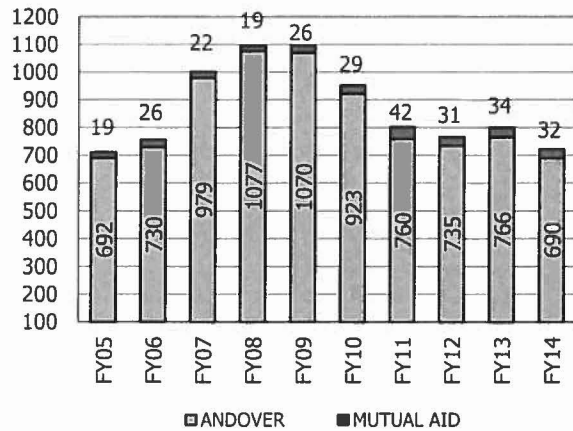
- ♦ Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- ♦ Continue with the customer service survey program.
- ♦ Sustain EMS Quality Assurance and Training program.
- ♦ Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- ♦ Continue to implement EMS Standard Operating Guidelines.
- ♦ Develop a plan to provide increased EMS coverage for large scale events.
- ♦ Development of a fire based Advanced Life Support system within the Town of Andover.

Water Supply – A plan in which to increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

- ♦ Develop a plan to add additional fire protection water supply capabilities in the Harold Parker area.
 - ♦ Assist the water department with the continuance of a hydrant replacement program.
 - ♦ Assist the water department with a public education program related to the hydrant flushing program.
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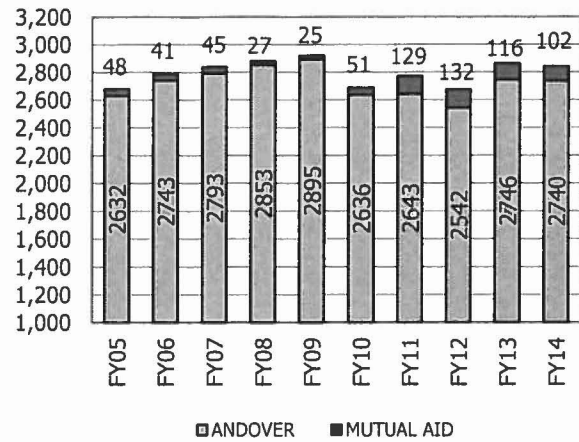
FIRE PERFORMANCE STATISTICS

FIRE CALLS



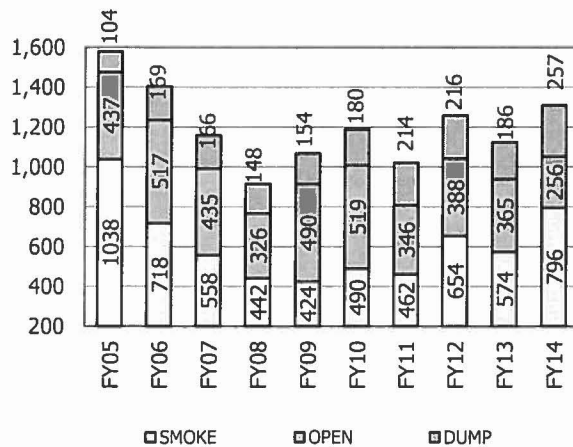
Benchmark - Andover (prior 3-yr avg):	754
Most Recent:	690
Change from Benchmark:	-64
Change from Prior Year:	-76

AMBULANCE TRANSPORTS



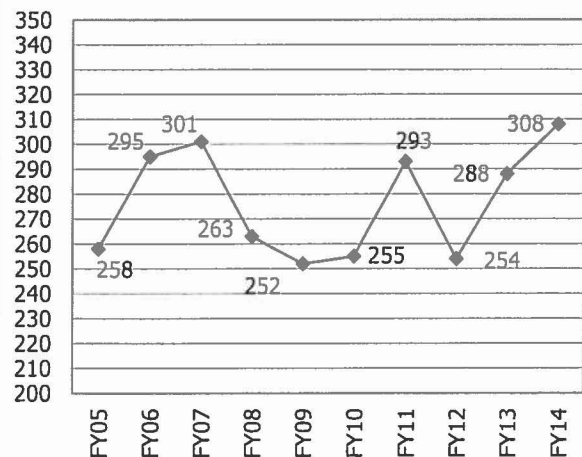
Benchmark - Andover (prior 3-yr avg):	2644
Most Recent:	2740
Change from Benchmark:	+96
Change from Prior Year:	-6

PERMITS & LICENSES ISSUED



Benchmark - Total (prior 3-yr avg):	1156
Most Recent:	1309
Change from Benchmark:	+153
Change from Prior Year:	+184

MOTOR VEHICLE ACCIDENTS



Benchmark (prior 3-yr avg):	278
Most Recent:	308
Change from Benchmark:	+30
Change from Prior Year:	+20

PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>		<u>FTE</u> <u>FY2013</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>REQ</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>
FIRE-RESCUE							
M-3	Fire Chief	1.0	1.0	1.0	1.0	1.0	144,674
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	65,698
I-12	Office Assistant II	1.0	1.0	1.0	1.0	1.0	54,000
H	Deputy Chief	4.0	4.0	4.0	4.0	4.0	473,386
G	Lieutenant	13.0	13.0	13.0	13.0	13.0	1,191,032
F	Firefighter *	52.0	52.0	52.0	52.0	52.0	3,766,536
G	Training Lieutenant				1.0		-
	Unclassified						189,571
GRAND TOTAL		72.0	72.0	72.0	73.0	72.0	5,884,897

Notes: *53 positions authorized, 52 funded

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

		FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
FIRE RESCUE DEPARTMENT							
PUBLIC SAFETY							
012201 FIRE RESCUE SALARIES							
5110	REG WAGES	5,406,452	5,278,660	5,597,103	5,597,103	6,035,415	5,884,897
5111	ILD INJURED ON DUTY	117,420	158,216	-	-	-	-
5118	ALS WAGES	-	-	-	-	-	-
5123	OVERTIME	862,406	1,064,884	1,050,000	1,050,000	1,500,000	1,100,000
5187	RETRO WAGES	2,016	7,776	-	-	-	-
5189	UNCLASSIFIED PAY	7,632	-	372,588	372,588	-	-
TOTAL FIRE RESCUE SALARIES		6,395,926	6,509,536	7,019,691	7,019,691	7,535,415	6,984,897
012202 FIRE RESCUE EXPENSES							
5211	ELECTRIC	10,391	10,349	11,200	11,200	14,000	14,000
5213	NATURAL GAS /OIL	9,387	10,848	10,000	10,000	12,000	12,000
5220	TELEPHONE	9,395	9,774	10,200	10,200	15,000	15,000
5271	CREDIT CARD FEES	-	-	-	-	300	300
5281	REPAIRS/BUILDING	1,271	1,142	2,500	2,500	2,500	2,500
5285	REP/OTHER EQUIP	14,436	17,650	15,700	15,700	15,700	15,700
5287	REPAIRS/RADIO EQUIP	6,733	9,193	15,000	15,000	15,000	15,000
5294	CLOTHING ALLOWANCE	49,133	51,288	88,100	88,100	88,100	88,100
529501	PROTECTIVE CLOTHING	42,006	15,485	20,000	20,000	20,000	20,000
529502	TRAINING	8,995	13,299	19,000	19,000	19,000	19,000
529503	AMBULANCE BILLING FEES	50,574	56,954	59,000	59,000	59,000	59,000
5296	MEDICAL EXPENSES	62,698	92,597	25,000	40,000	30,000	30,000
5310	OFFICE SUPPLIES	5,516	5,760	6,000	6,000	6,000	6,000
5330	SUPPLIES/BUILDING	12,134	11,731	12,000	12,000	12,000	12,000
5350	SUPPLIES/EQUIPMENT	21,404	39,187	36,000	36,000	36,000	36,000
5355	AUTOMOTIVE FUEL	63,933	63,734	65,000	65,000	65,000	65,000
5360	REP/PARTS/EQUIP	2,595	3,856	4,500	4,500	4,500	4,500
5393	SUPPLIES FIREFIGHTING	46,242	48,430	44,600	44,600	44,600	44,600
5430	OTHER EQUIPMENT	13,762	16,710	15,500	15,500	15,500	15,500
5720	TRAVEL/OUT	2,196	2,662	5,000	5,000	5,000	5,000
5730	DUES/SUBSCRIPTIONS	15,074	14,104	16,500	16,500	16,500	16,500
TOTAL FIRE RESCUE EXPENSES		447,875	494,753	480,800	495,800	495,700	495,700
012201 FIRE RESCUE SALARIES							
5811	FROM SALE OF SERVICE	(1,301,223)	(1,431,212)	(1,335,500)	(1,335,500)	(1,300,000)	(1,300,000)
581101	FROM SALE OF ALS SERVICE	-	-	-	-	-	-
TOTAL FIRE DEPT SALARIES		(1,301,223)	(1,431,212)	(1,335,500)	(1,335,500)	(1,300,000)	(1,300,000)
TOTAL FIRE RESCUE DEPARTMENT		5,542,578	5,573,077	6,164,991	6,179,991	6,731,115	6,180,597

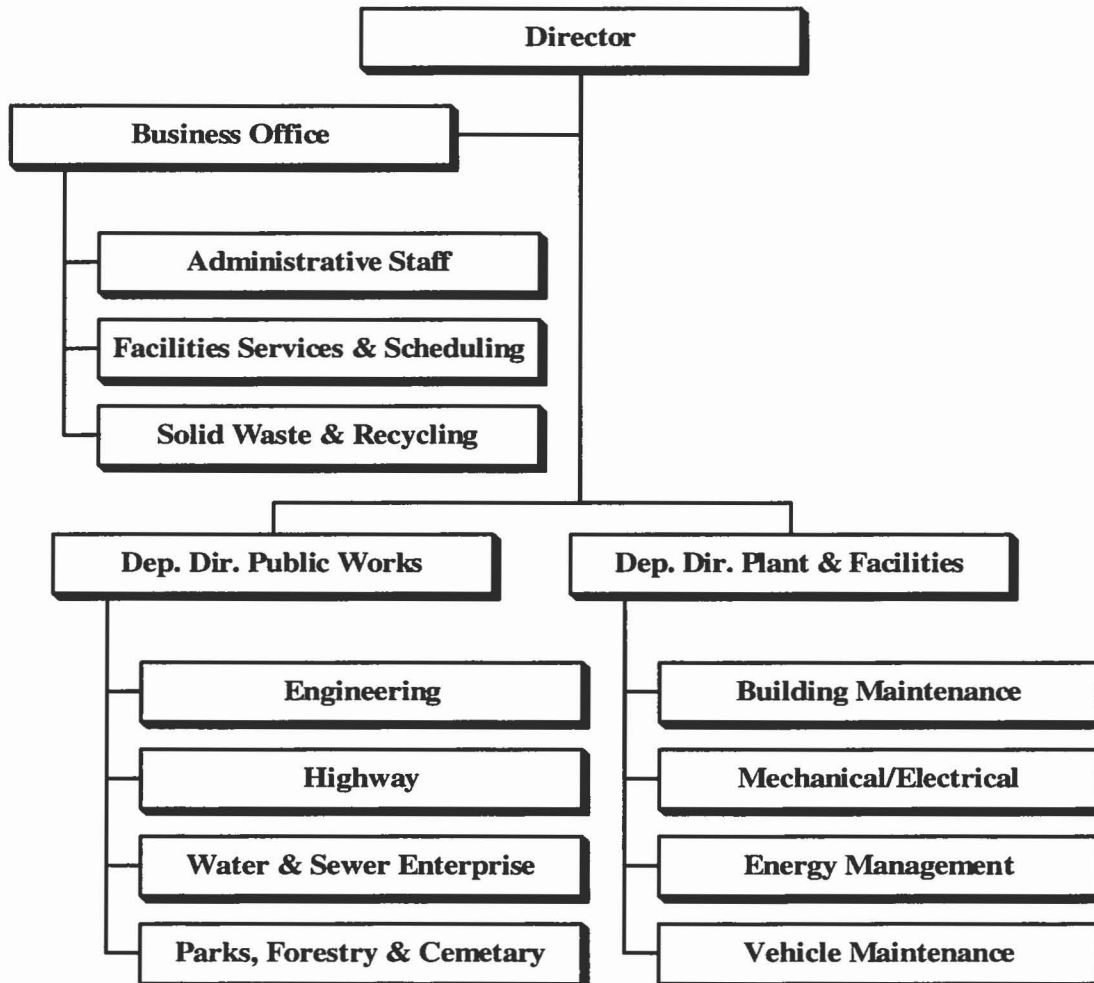
TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

PUBLIC SAFETY

	FY2013 ACTUAL	FY14 ACTUAL	FY15 BUDGET	FY2016 TM REC
POLICE DEPARTMENT				
POLICE DEPT SALARIES	5,945,163	5,861,481	5,988,087	6,064,743
POLICE DEPT EXPENSES	712,874	902,576	977,600	976,100
FROM SALE OF SERVICE	(95,520)	(70,000)	(70,000)	(80,000)
FROM RESERVE FUNDS	-	(75,405)	(56,235)	(67,010)
TOTAL POLICE DEPARTMENT	6,562,517	6,618,652	6,839,452	6,893,833
POLICE CENTRAL DISPATCH				
CENTRAL DISPATCH SALARIES	843,491	757,951	817,500	819,404
CENTRAL DISPATCH EXPENSES	13,206	23,016	25,812	25,812
TOTAL POLICE CENTRAL DISPATCH	856,697	780,967	843,312	845,216
POLICE ANIMAL CONTROL				
POLICE ANIMAL CONTROL SALARIES	64,672	67,916	68,135	68,135
POLICE ANIMAL CONTROL EXPENSES	3,872	5,688	5,700	5,700
TOTAL POLICE ANIMAL CONTROL	68,544	73,604	73,835	73,835
POLICE EMERGENCY PREPAREDNESS				
EMERGENCY PREP SALARIES	1,496	1,497	1,500	1,500
EMERGENCY PREP EXPENSES	913	3,342	9,300	20,364
TOTAL POLICE EMERGENCY PREP	2,409	4,839	10,800	21,864
POLICE PARKING CONTROL				
PARKING CONTROL SALARIES	82,992	83,434	83,765	75,990
PARKING CONTROL EXPENSES	39,763	39,928	60,000	67,000
FROM RESERVE FUNDS	(35,000)	(124,595)	(143,765)	(142,990)
TOTAL PARKING CONTROL	87,755	(1,233)	-	-
TOTAL POLICE DEPARTMENT	7,577,922	7,476,829	7,767,399	7,834,748
FIRE RESCUE DEPARTMENT				
FIRE RESCUE SALARIES	6,395,926	6,509,536	7,019,691	6,984,897
FIRE RESCUE EXPENSES	447,875	494,753	480,800	495,700
FROM SALE OF SERVICE	(1,301,223)	(1,431,212)	(1,335,500)	(1,300,000)
TOTAL FIRE RESCUE DEPARTMENT	5,542,578	5,573,077	6,164,991	6,180,597
TOTAL PUBLIC SAFETY				
SALARIES	13,333,740	13,281,815	13,978,678	14,014,669
EXPENSES	1,218,503	1,469,303	1,559,212	1,590,676
	14,552,243	14,751,118	15,537,890	15,605,345
FROM SALE OF SERVICE	(1,396,743)	(1,501,212)	(1,405,500)	(1,380,000)
FROM RESERVE FUNDS	(35,000)	(200,000)	(200,000)	(210,000)
TOTAL PUBLIC SAFETY	13,120,500	13,049,906	13,932,390	14,015,345



MUNICIPAL SERVICES



MUNICIPAL SERVICES

Department Description

The Administration/Business Office oversees the operations of the Municipal Services department and its various divisions. The Business Office staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, accounts payable, financial analysis, prepares personnel and payroll records, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, coordinates the administrative support for all divisions, and handles all public inquiries. The Business Office staff are also responsible for administrative support for the following: major construction and capital improvement projects, the work control center function which includes the computerized work order system, all vehicle maintenance tracking, Town and School access control security systems, the central vehicle fuel depot (which utilizes a computerized access and tracking system), utility and fuel contracts for all Town & School accounts., purchasing and inventory management for all materials, , the Bald Hill leaf composting facility, including permit sales and customer interface.

The Building Maintenance Division maintains all roof systems, masonry, walls, ceilings, and performs interior and exterior painting, installs and maintains all locks, hardware, doors, windows and a variety of interior and exterior building related systems and components. This division is also responsible for all Town and School security systems, including the new integrated access control/closed circuit TV systems, perimeter security systems, and key and access card issues. They maintain and replace all School and Town playground equipment. They are also responsible for all custodial services provided to the Library, Public Safety, the Town House and Town Offices buildings.

The Energy Management Division is responsible for Town wide energy management systems and implementing all energy conservation measures and adhering to the Green Community initiatives.

The Engineering Division provides project planning, "problem" study and resolution, and oversees most construction whether conducted by the Town or by contractor to ensure compliance with project plans. Oversees and inspects all subdivision construction to insure compliance with Town standards within areas that may be presented for acceptance and perpetual maintenance. Engineering also reviews all street openings and maintains liaison with State and area municipal Public Works Departments on joint projects. The division handles citizen requests for information and provides engineering assistance to other Town departments, such as Water, Sewer, Highway, Forestry, Community Development and Planning. Maintenance of portions of the Town wide GIS system and coordination of the implementation activities of the Town's Stormwater Management Program, which is necessary to comply with the Federal NPDES Phase II Storm Water Regulations, are also done by the division

The Facilities Services Division This division schedules the use and rental of all School buildings, Town and School fields and the Town House function hall to non-profit groups, private organizations, individuals and Town and School activities. This excludes the Collins Field House, Dunn Gymnasium, Collins Center and fields at Andover High School, which are scheduled through the School Department.

The Highway Division is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other divisions. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings

The Mechanical/Electrical Division maintains and upgrades building HVAC, lighting, electrical and plumbing systems and also maintains traffic signals and Town owned streetlights

The Parks & Grounds, Forestry and Cemetery Divisions:

Parks & Grounds is responsible for all School and Town grounds maintenance and snow removal at Town facilities, sports fields, parks, irrigation systems and a variety of other duties, including trash pickup at the parks and School sites. This division maintains over 120 acres of sports fields. They also service all of their own equipment and as well as School snow blowers.

Forestry is responsible for the care and maintenance of all Town public shade trees and roadside vegetation. There are approximately 200 miles of roadways in Andover. Annual roadside mowing is done on approximately 75 miles of roadways. This division also maintains the Bald Hill leaf composting facility.

Cemetery is responsible for grounds maintenance, land clearing, lot sales and burials at the Town owned Spring Grove Cemetery, maintenance support at Recreation Park and support to other divisions.

MUNICIPAL SERVICES

The Sewer Division maintains the Town's sewer infrastructure including the collection system, eleven current neighborhood sewer-pumping stations, Shawsheen Village Pumping Station, the force main and gravity line through Lawrence to the treatment plant in North Andover and the agreement with the Greater Lawrence Sanitary District (GLSD) for the treatment and disposal of our liquid wastes.

The Solid Waste/Recycling Division is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1 thru #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the Covanta waste-to-energy facility in Haverhill. The division also manages the two one-day drop off collections for household hazardous waste (HHW) and the CRT/Electronic recycling events.

The Street Lighting Division oversees the street lighting in Town as provided per contract with National Grid, and includes any necessary wiring for new Town Owned lighting or repairs to existing Town Owned street lighting. All other street lighting repairs are the responsibility of National Grid, 978-725-1000 or via their website www.nationalgridus.com. Click on Massachusetts and follow the links for Street Light repair.

The Water Division ensures the integrity of the water supplies and the surrounding watershed areas. It is also responsible for the treatment, quality control and distribution of the water in accordance with all Federal and State regulations for delivery of the drinking water to the consumers. The division is accountable for the operation and maintenance of the water treatment plant, and distribution system, in addition to the customer services involving water meter installation, repair, meter reading, and resolving customer problems.

The Vehicle Maintenance Division provides maintenance to all Town vehicles and heavy equipment. This includes the Police and Fire Departments, Highway, Sewer and Water Departments, Plant & Facilities, Youth Services, Senior Center and all other Town/School operated vehicles. The Vehicle Maintenance division also contracts for outside repair services when necessary, purchases gasoline and diesel fuel for all Town vehicles at wholesale cost, oversees the disbursement at the Town owned fuel depot and maintains all Town and School emergency generators.

Mission Statement

To provide a responsive, well-planned and cost effective maintenance operation and capital improvement program for all Town and School buildings, building systems, grounds, forestry, cemetery and vehicles. To properly maintain the Town's infrastructure and continuously improve the quality of life for the community by protecting our water resources and by providing safe drinking water, state of the art disposal for our liquid and solid wastes, and safe travel on our roadways & sidewalks.

FY2016 Objectives

DIVISION: ADMINISTRATION/BUSINESS OFFICE

- ◆ Continue updating the long and short range plans for the department.
- ◆ Maintain and improve relationships with the Community.
- ◆ Insure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- ◆ Sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.
- ◆ Implement the use of MUNIS for accounting functions.
- ◆ Implement the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- ◆ Complete Water/Sewer Rate Study.
- ◆ Implement planned capital projects
- ◆ Support the Town Yard solution
- ◆ Support the Youth Center Project

DIVISION: BUILDING MAINTENANCE

MUNICIPAL SERVICES

- ♦ Implement Town and School capital improvement projects
- ♦ Begin implementing Phase III of the web based work order system with trades persons receiving and entering work orders electronically
- ♦ Provide support for the Town Yard project and the Youth Center project
- ♦ Construct a new playground at Ballardvale playground
- ♦ Continue to investigate opportunities to make the custodial function more cost effective
- ♦ Continue implementation of the Security Master Plan for Town and School buildings
- ♦ Continue implementing planned improvements in Town/School Handicap Master Plan
- ♦ Continue to implement the School Site Master Plan

DIVISION: ENERGY MANAGEMENT

- ♦ Investigate and implement Energy Conservation opportunities for Town and School buildings
- ♦ Coordinate energy conservation measures across all operating divisions.
- ♦ Energy Conservation – provide leadership role in Town/School energy conservation plan
- ♦ Continue to pursue utility company and Green Community grants to investigate and implement energy conservation opportunities.
- ♦ Implement and continue with Green Community grant project

DIVISION: ENGINEERING

- ♦ To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- ♦ Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- ♦ Provide quality engineering assistance to other Town agencies and the public.
- ♦ Coordinate the construction and design of the expanding sanitary sewer system to meet the growing needs of the community and to address individual concerns.
- ♦ Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.
- ♦ Coordinate development and maintenance of the Town's GIS system and update water, sewer, and drain system records.

DIVISION: FACILITIES SERVICES

- ♦ Support the Town and School energy conservation program
- ♦ Promote the Town House function facility to increase revenue
- ♦ Work with Town and Youth Sports Groups to best utilize the Town fields.

DIVISION: HIGHWAY

- ♦ Maintain and improve the transportation quality of the Town's roads as funds allow.
- ♦ Insure that the Town's drainage system meets the requirements of the Federal Government's Phase 2 standards for discharge of polluting materials by implementing Best Management Practices and design control measures.
- ♦ Maintain signs and pavement markings on our roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- ♦ Improve handicap accessibility of our sidewalks.

DIVISION: MECHANICAL/ELECTRICAL

- ♦ Support the IT department with data cable infrastructure, projector and wireless router installation at all schools.
- ♦ Implement Town and School capital improvement projects
- ♦ Update AHERA Master Plan
- ♦ Provide support for all new construction projects.

DIVISION: PARKS & GROUNDS, FORESTRY, and CEMETERY

- ♦ Implement planned field improvement projects
- ♦ Implement/support planned capital projects
- ♦ Provide support for the major construction projects
- ♦ Explore school and town field maintenance improvements.
- ♦ Continue support to the Bald Hill monitor/permit program

MUNICIPAL SERVICES

DIVISION: SEWER

- ♦ Operations have begun at the newly rehabilitated Greater Lawrence Sanitary District (GLSD) plant with the completion of the two facility projects to construct the sewerage digesters and the sludge-to-fertilizer plant. This allows area communities to be self sufficient in the disposal of bio-solids created as a by-product of wastewater treatment process, replacing the former incineration and long distance trucking methods for disposal.
- ♦ Maintain the integrity of the existing collection system.
- ♦ Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- ♦ Update the Sewer Master Plan.
- ♦ Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- ♦ Develop alternatives that will minimize costs to the Town of Andover for implementing federally mandated construction projects designed to eliminate Combined Sewer Overflows that occur in the Greater Lawrence Sanitary District (GLSD) of which we are part. Explore additional waste to energy opportunities with bio-waste.

DIVISION: SOLID WASTE

- ♦ Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- ♦ Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- ♦ Maintain the mercury collection program to minimize the quantity of this toxic metal that reaches the trash- to-energy plant.
- ♦ Investigate all possible options for waste disposal available to the Town of Andover.

DIVISION: STREET LIGHTING

- ♦ Review alternatives to acquiring streetlights in order to realize cost savings opportunities created by the deregulation of the electric industry.
- ♦ Investigate areas for potential savings through elimination of unnecessary fixtures, changing light output where appropriate, or converting to more efficient lamps.
- ♦ Investigate the purchase of street lights currently owned by National Grid.

DIVISION: VEHICLE MAINTENANCE

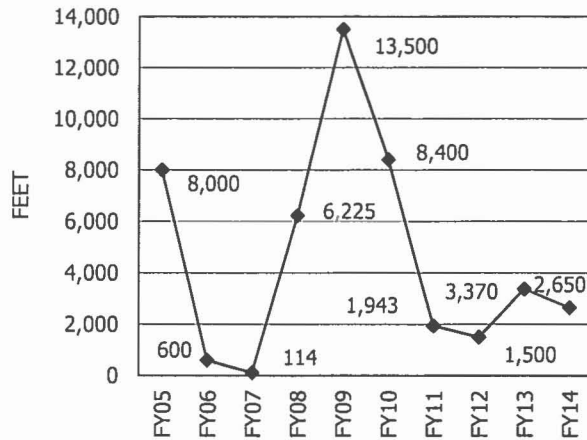
- ♦ Provide support to CIP vehicle purchases for all departments
- ♦ Provide support to Highway snow removal operations
- ♦ Investigate/upgrade of Vehicle Fuel Dispensing System

DIVISION: WATER

- ♦ To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- ♦ Meet new standards associated with the Stage 2 Disinfection/Disinfection By-Products and Long Term Enhanced Surface Water Treatment rules.
- ♦ Explore large water meter/commercial account expansion.
- ♦ Implement conservation activities and source water protection plans.
- ♦ Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted during the day or night when homeowners and businesses are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.

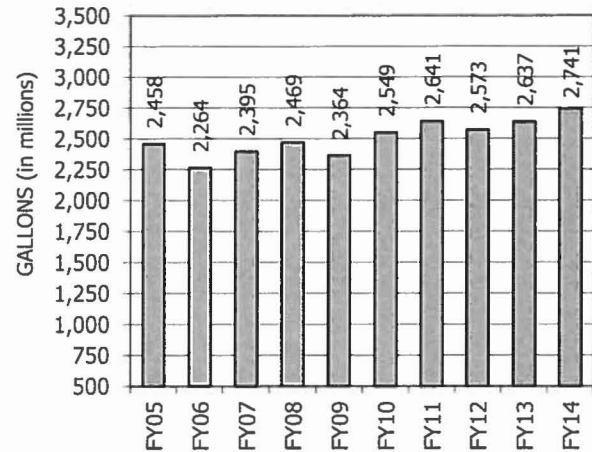
PUBLIC WORKS PERFORMANCE STATISTICS

STREET BERM CONSTRUCTION



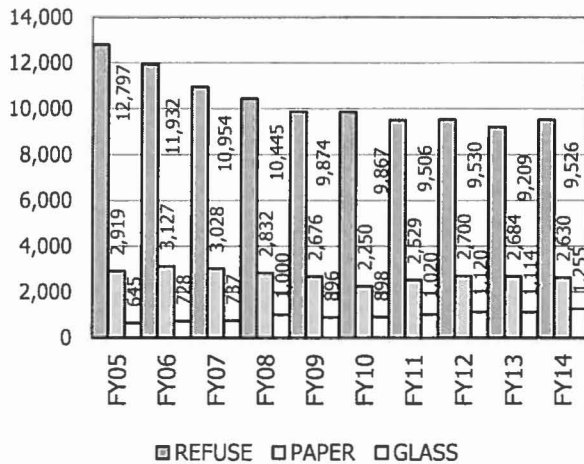
Benchmark (prior 3-yr avg):	2271
Most Recent:	2650
Change from Benchmark:	+379
Change from Prior Year:	-720

WATER TREATED



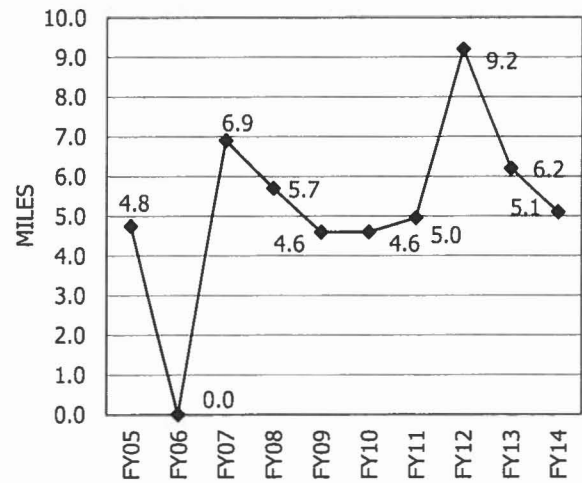
Benchmark (prior 3-yr avg):	2617
Most Recent:	2741
Change from Benchmark:	+124
Change from Prior Year:	+104

SOLID WASTE & RECYCLING COLLECTION



Benchmark - Solid Waste (prior 3-yr avg):	9415
Most Recent:	9526
Change from Benchmark:	+111
Change from Prior Year:	+313

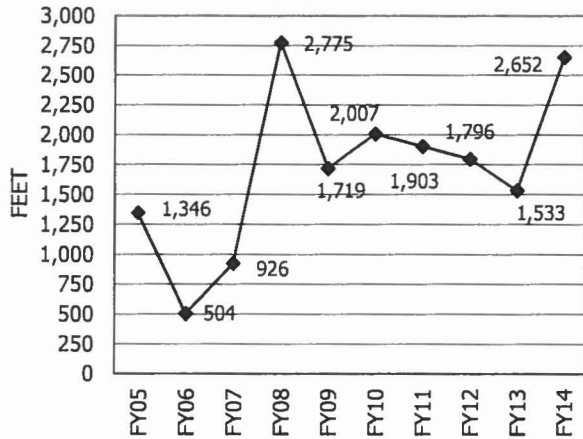
STREET RESURFACING



Benchmark (prior 3-yr avg):	6.8
Most Recent:	5.1
Change from Benchmark:	-1.7
Change from Prior Year:	-1.1

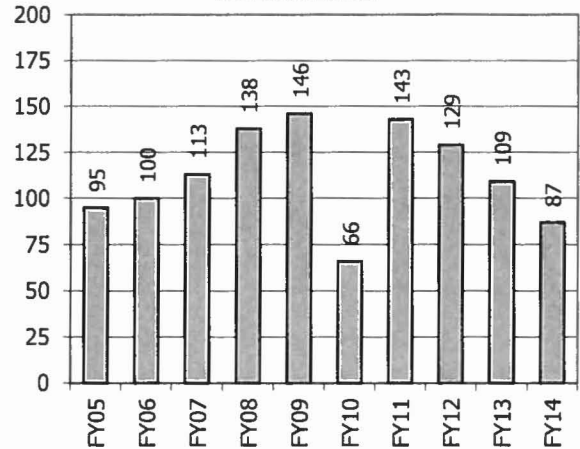
PUBLIC WORKS PERFORMANCE STATISTICS

BASINS, DRAINS & CULVERTS CLEANED



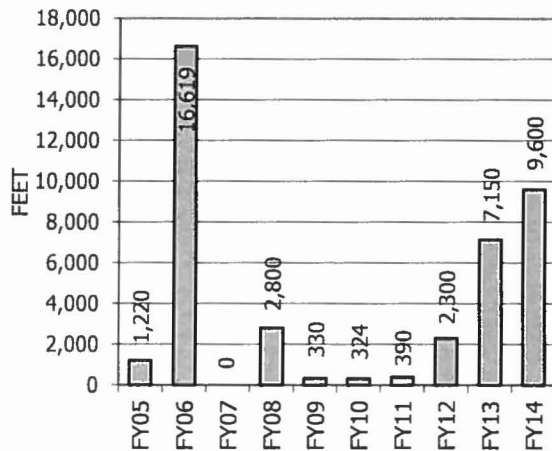
Benchmark (prior 3-yr avg):	1744
Most Recent:	2652
Change from Benchmark:	+908
Change from Prior Year:	+1119

SEWER MAINS CLEANED & MAINTAINED



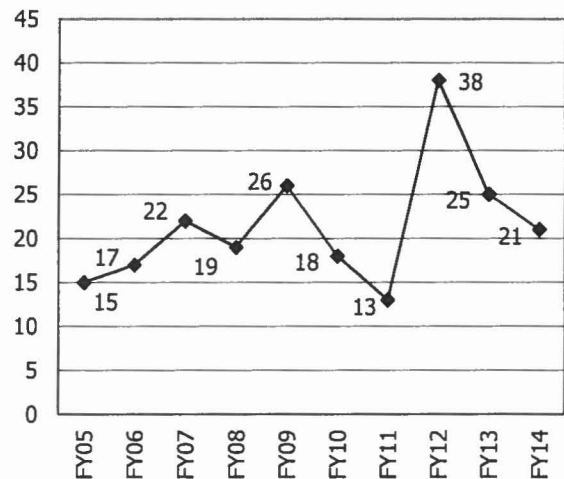
Benchmark (prior 3-yr avg):	127
Most Recent:	87
Change from Benchmark:	-40
Change from Prior Year:	-22

SIDEWALKS CONSTRUCTED



Benchmark (prior 3-yr avg):	3280
Most Recent:	9600
Change from Benchmark:	+6320
Change from Prior Year:	+2450

WATER MAIN BREAKS REPAIRED

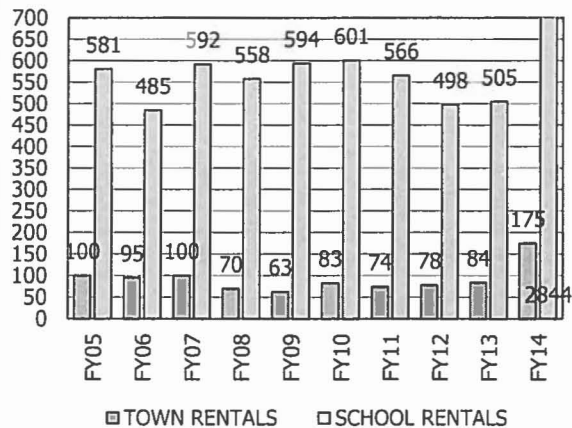


Benchmark (prior 3-yr avg):	25
Most Recent:	21
Change from Benchmark:	-4
Change from Prior Year:	-4

PLANT AND FACILITIES PERFORMANCE STATISTICS

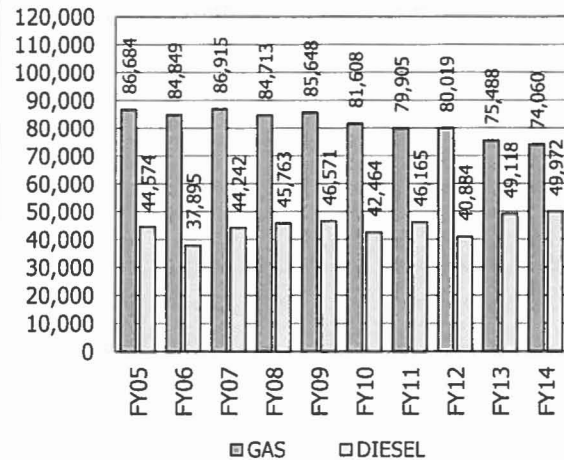
BUILDING RENTAL PERMITS

(New system being used as of FY14 to record use)



Benchmark - Town (prior 3-yr avg):	79
Most Recent:	175
Change from Benchmark:	+96
Change from Prior Year:	+91

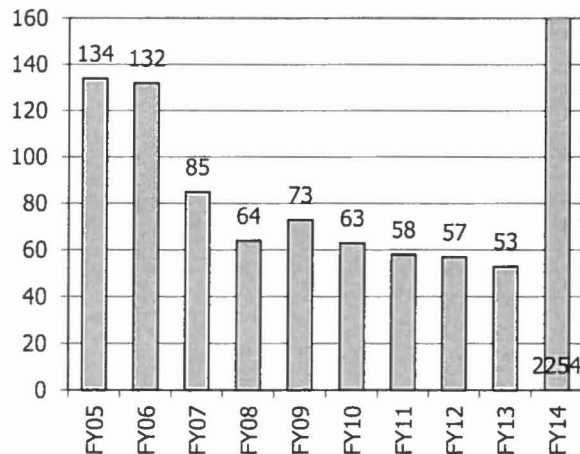
VEHICLE FUEL CONSUMPTION



Benchmark - Total (prior 3-yr avg):	123,860
Most Recent:	124,032
Change from Benchmark:	+172
Change from Prior Year:	-574

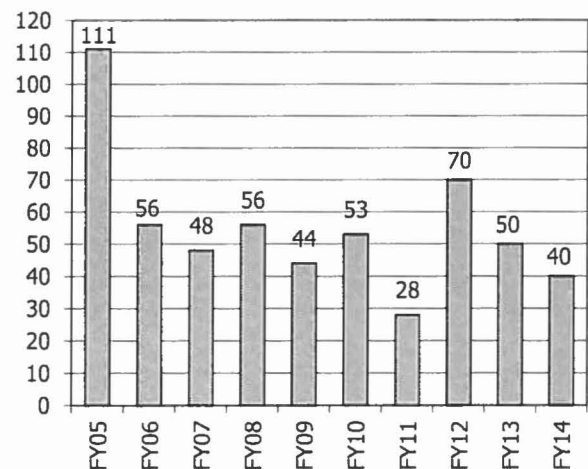
FIELD RENTAL PERMITS

(New system being used as of FY14 to record use)



Benchmark (prior 3-yr avg):	N/A
Most Recent:	N/A
Change from Benchmark:	N/A
Change from Prior Year:	N/A

SALE OF GRAVE SITES



Benchmark (prior 3-yr avg):	49
Most Recent:	40
Change from Benchmark:	-9
Change from Prior Year:	-10

PERSONNEL DETAIL

Position Classification		FTE FY2013	FTE FY2014	FTE FY2015	REQ FY2016	TMREC FY2016	TMREC FY2016
PUBLIC WORKS							
<u>DPW ADMINISTRATION</u>							
M-3	Director of Municipal Services			1.0	1.0	1.0	124,001
M-3	Director (1/2 FTE budgeted in P&F)	1.0	0.5				
I-24	Business Manager	1.0	1.0	1.0	1.0	1.0	82,365
I-14	Administrative Secretary	1.0	1.0	1.0	1.0	1.0	62,965
	Unclassified						13,538
		3.0	2.5	3.0	3.0	3.0	282,869
<u>ENGINEERING</u>							
I-28	Town Engineer	1.0	1.0	1.0	1.0	1.0	102,667
I-26	Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	89,788
I-22	Construction Inspector	1.0	1.0	1.0	1.0	1.0	79,315
		3.0	3.0	3.0	3.0	3.0	271,770
<u>HIGHWAY</u>							
I-28	Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	94,320
I-26	General Foreman	1.0	1.0	1.0	1.0	1.0	92,530
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	62,564
W-5	Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	55,122
W-4	Equipment Operator II	7.0	7.0	7.0	7.0	7.0	371,820
W-3	Equipment Operator I	4.0	4.0	4.0	4.0	4.0	199,965
		15.0	15.0	15.0	15.0	15.0	876,321
<u>FORESTRY</u>							
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	62,866
W-6	Tree Climber	1.0					
W-4	Tree Climber	2.0	3.0	3.0	3.0	3.0	158,083
		4.0	4.0	4.0	4.0	4.0	220,949
<u>SPRING GROVE CEMETERY</u>							
W-10	Working Foreman	1.0	1.0	1.0	1.0	1.0	64,796
W-4	Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	53,424
W-2	Laborer II				1.0	1.0	45,247
		2.0	2.0	2.0	3.0	3.0	163,467
<u>PARKS & GROUNDS</u>							
I-28	Superintendent	1.0	1.0	1.0	1.0	1.0	84,085
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	62,261
W-4	Equipment Operator II	2.0	2.0	2.0	1.0	1.0	53,422
W-2	Laborer II	3.0	3.0	3.0	4.0	4.0	198,292
		7.0	7.0	7.0	7.0	7.0	398,060
GEN. FUND TOTAL		34.0	33.5	34.0	35.0	35.0	2,213,436

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

PUBLIC WORKS

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 TM REC
DPW ADMINISTRATION				
DPW ADMINISTRATION SALARIES	267,115	219,076	292,869	298,494
DPW ADMINISTRATION EXPENSES	-	-	10,000	5,000
TOTAL DPW ADMINISTRATION	267,115	219,076	302,869	303,494
DPW ENGINEERING				
ENGINEERING SALARIES	283,601	281,926	281,770	281,770
ENGINEERING EXPENSES	29,983	23,460	41,800	86,800
TOTAL ENGINEERING	313,584	305,386	323,570	368,570
DPW HIGHWAY				
HIGHWAY SALARIES	873,136	884,235	975,521	999,935
HIGHWAY DEPT EXPENSES	755,391	480,993	525,325	525,325
TOTAL HIGHWAY	1,628,527	1,365,228	1,500,846	1,525,260
DPW SNOW & ICE				
SNOW & ICE SALARIES	244,128	298,485	198,000	198,000
SNOW & ICE EXPENSES	1,193,299	1,500,996	1,049,000	1,049,000
TOTAL SNOW & ICE	1,437,427	1,799,481	1,247,000	1,247,000
DPW STREET LIGHTING				
STREET LIGHTING EXPENSES	209,915	213,708	207,582	230,000
TOTAL STREET LIGHTING	209,915	213,708	207,582	230,000
DPW SOLID WASTE				
SOLID WASTE SALARIES	4,633	4,945	6,500	6,500
SOLID WASTE EXPENSES	1,961,963	2,023,890	2,121,889	2,160,089
TOTAL SOLID WASTE	1,966,596	2,028,835	2,128,389	2,166,589
DPW FORESTRY				
FORESTRY SALARIES	239,237	237,375	242,618	239,949
FORESTRY EXPENSES	27,603	38,190	52,250	55,250
TOTAL FORESTRY	266,840	275,565	294,868	295,199
DPW SPRING GROVE CEMETERY				
SPRING GROVE CEMETERY SALARIES	138,643	144,241	156,020	184,467
SPRING GROVE CEMETERY EXPENSES	72,719	68,642	56,850	36,850
FROM SALE OF SERVICE	(58,099)	(52,000)	(56,000)	(46,000)
TOTAL SPRING GROVE CEMETERY	153,263	160,883	156,870	175,317
DPW PARKS & GROUNDS				
PARKS & GROUNDS SALARIES	462,919	457,226	477,564	480,060
PARKS & GROUNDS EXPENSES	67,520	73,158	86,250	86,250
TOTAL PARKS & GROUNDS	530,439	530,384	563,814	566,310
TOTAL DPW				
SALARIES	2,513,412	2,527,509	2,630,862	2,689,175
EXPENSES	4,318,393	4,423,037	4,150,946	4,234,564
	6,831,805	6,950,546	6,781,808	6,923,739
FROM SALE OF SERVICE	(58,099)	(52,000)	(56,000)	(46,000)
TOTAL DPW	6,773,706	6,898,546	6,725,808	6,877,739
MUNICIPAL SERVICES				
SALARIES	4,815,090	4,727,341	5,089,141	5,187,649
EXPENSES	5,527,158	5,679,810	5,477,191	5,645,309
	10,342,248	10,407,151	10,566,332	10,832,958
FROM SALE OF SERVICE	(123,233)	(124,259)	(121,000)	(116,000)
TOTAL MUNICIPAL SERVICES	10,219,015	10,282,892	10,445,332	10,716,958

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW ADMINISTRATION PUBLIC WORKS						
014211 DPW ADMINISTRATION SALARIES						
5110 REG WAGES	262,190	216,054	282,869	282,869	283,494	283,494
5130 PART-TIME	-	3,022	10,000	10,000	15,000	15,000
5187 RETRO WAGES	4,925	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	-	-	-	-
TOTAL DPW ADMINISTRATION SALARIES	267,115	219,076	292,869	292,869	298,494	298,494
014212 DPW ADMINISTRATION EXPENSES						
5255 OTHER-CMMS	-	-	10,000	10,000	5,000	5,000
TOTAL DPW ADMINISTRATION EXPENSES	-	-	10,000	10,000	5,000	5,000
TOTAL DPW ADMINISTRATION	267,115	219,076	302,869	302,869	303,494	303,494

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW ENGINEERING PUBLIC WORKS						
014101 ENGINEERING SALARIES						
5110 REG WAGES	273,218	276,556	271,770	271,770	271,770	271,770
5130 PART-TIME	5,561	-	-	-	-	-
5140 SEASONAL	-	5,370	10,000	10,000	10,000	10,000
5187 RETRO WAGES	4,822	-	-	-	-	-
TOTAL ENGINEERING SALARIES	283,601	281,926	281,770	281,770	281,770	281,770
014102 ENGINEERING EXPENSES						
5282 REP-OFFICE EQUIP	3,105	2,964	2,750	2,750	2,750	2,750
5295 OTHR SVCS	738	587	700	700	700	700
5298 STORM WATER MGMT	23,059	15,415	25,000	25,000	70,000	70,000
5310 OFFICE SUP	811	1,818	1,000	1,000	1,000	1,000
5380 MIN APPARATUS/TOOLS	1,216	1,507	1,200	1,200	1,200	1,200
5395 OTH COMM	815	537	10,650	10,650	10,650	10,650
5710 TRAVEL	90	395	300	300	300	300
5730 DUES/SUBSCRIPTIONS	149	237	200	200	200	200
TOTAL ENGINEERING EXPENSES	29,983	23,460	41,800	41,800	86,800	86,800
TOTAL ENGINEERING	313,584	305,386	323,570	323,570	368,570	368,570

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

		FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW HIGHWAY PUBLIC WORKS							
014221 HIGHWAY SALARIES							
5110	REG WAGES	740,851	784,819	876,321	876,321	896,435	889,935
5120	OVERTIME	101,820	99,416	98,000	98,000	110,000	110,000
5187	RETRO WAGES	30,465	-	-	-	-	-
5189	UNCLASSIFIED	-	-	1,200	1,200	-	-
TOTAL HIGHWAY SALARIES		873,136	884,235	975,521	975,521	1,006,435	999,935
014222 HIGHWAY DEPT EXPENSES							
5220	TELEPHONE	8,157	6,189	7,000	7,000	7,000	7,000
5291	EQUIPMENT RENTAL	-	14,296	20,000	20,000	20,000	20,000
5294	CLOTHING ALLOWANCE	4,164	4,225	4,225	4,225	4,225	4,225
5295	OTHR SVCS	50,217	113,883	175,000	175,000	175,000	175,000
5310	OFFICE SUP	918	797	1,500	1,500	1,500	1,500
5330	SUPPLIES/BUILDING	28,466	31,826	20,000	20,000	20,000	20,000
5355	AUTOMOTIVE FUEL	87,878	95,199	85,000	85,000	85,000	85,000
5360	REP/PARTS/EQUIP	2,757	8,926	10,000	10,000	10,000	10,000
5370	SUPPLIES CONSTRUCTION	202,746	128,423	175,000	175,000	175,000	175,000
5395	OTHER COMMODITIES	20,641	7,322	7,000	7,000	7,000	7,000
5410	MACHINERY/EQUIP	348,847	69,751	20,000	20,000	20,000	20,000
5710	TRAVEL	600	156	600	600	600	600
TOTAL HIGHWAY DEPT EXPENSES		755,391	480,993	525,325	525,325	525,325	525,325
TOTAL HIGHWAY		1,628,527	1,365,228	1,500,846	1,500,846	1,531,760	1,525,260

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

		FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW SNOW & ICE PUBLIC WORKS							
014231 SNOW & ICE SALARIES							
5160	SNOW OT	244,128	298,485	198,000	198,000	198,000	198,000
TOTAL SNOW & ICE SALARIES		244,128	298,485	198,000	198,000	198,000	198,000
014232 SNOW & ICE EXPENSES							
5374	SNOW & ICE MAINT	869,025	1,038,208	835,000	835,000	835,000	835,000
5375	ROAD SALT	324,113	462,214	212,000	212,000	212,000	212,000
5376	SAND	161	574	2,000	2,000	2,000	2,000
TOTAL SNOW & ICE EXPENSES		1,193,299	1,500,996	1,049,000	1,049,000	1,049,000	1,049,000
TOTAL SNOW & ICE		1,437,427	1,799,481	1,247,000	1,247,000	1,247,000	1,247,000

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW STREET LIGHTING PUBLIC WORKS						
014242 STREET LIGHTING EXPENSES						
5211 ELECTRICITY	<u>209,915</u>	<u>213,708</u>	<u>207,582</u>	<u>207,582</u>	<u>230,000</u>	<u>230,000</u>
TOTAL STREET LIGHTING EXPENSES	<u>209,915</u>	<u>213,708</u>	<u>207,582</u>	<u>207,582</u>	<u>230,000</u>	<u>230,000</u>
TOTAL STREET LIGHTING	209,915	213,708	207,582	207,582	230,000	230,000

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW SOLID WASTE PUBLIC WORKS						
014331 SOLID WASTE SALARIES						
5120 OVERTIME	4,526	4,945	6,500	6,500	6,500	6,500
5187 RETRO WAGES	<u>107</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL SOLID WASTE SALARIES	<u>4,633</u>	<u>4,945</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
014332 SOLID WASTE EXPENSES						
5250 ADVERTISING	-	-	500	500	500	500
5270 PRINTING	264	-	500	500	500	500
5295 OTHR SVCS	1,592,430	1,638,532	1,602,089	1,602,089	1,627,589	1,627,589
5297 RECYCLING SERVICES	369,047	376,126	488,300	488,300	511,000	501,000
529701 COMPOSTING PROGRAM	-	9,010	30,000	30,000	30,000	30,000
5360 REPAIR PARTS/EQUIP	<u>222</u>	<u>222</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>
TOTAL SOLID WASTE EXPENSES	<u>1,961,963</u>	<u>2,023,890</u>	<u>2,121,889</u>	<u>2,121,889</u>	<u>2,170,089</u>	<u>2,160,089</u>
TOTAL SOLID WASTE	1,966,596	2,028,835	2,128,389	2,128,389	2,176,589	2,166,589

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW FORESTRY PUBLIC WORKS						
012941 FORESTRY SALARIES						
5110 REG WAGES	210,666	220,832	223,618	223,618	220,949	220,949
5120 OVERTIME	20,719	16,543	19,000	19,000	19,000	19,000
5187 RETRO WAGES	<u>7,852</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL FORESTRY SALARIES	<u>239,237</u>	<u>237,375</u>	<u>242,618</u>	<u>242,618</u>	<u>239,949</u>	<u>239,949</u>
012942 FORESTRY EXPENSES						
5250 ADVERTISING	-	-	500	500	500	500
5285 REP/OTHER EQUIP	-	670	1,000	1,000	1,000	1,000
5294 CLOTHING ALLOWANCE	1,300	1,300	1,300	1,300	1,300	1,300
5295 OTHR SVCS	9,170	5,029	10,000	10,000	13,000	13,000
5297 RECYCLING	10,000	27,000	30,000	30,000	30,000	30,000
5330 OPER SUPPLIES	4,197	2,665	4,000	4,000	4,000	4,000
5360 REP/PARTS/EQUIP	1,793	480	2,000	2,000	2,000	2,000
5410 MACHINERY/EQUIP	195	436	2,000	2,000	2,000	2,000
5710 TRAVEL	-	-	150	150	150	150
5730 DUES/SUBSCRIPTIONS	<u>948</u>	<u>610</u>	<u>1,300</u>	<u>1,300</u>	<u>1,300</u>	<u>1,300</u>
TOTAL FORESTRY EXPENSES	<u>27,603</u>	<u>38,190</u>	<u>52,250</u>	<u>52,250</u>	<u>55,250</u>	<u>55,250</u>
TOTAL FORESTRY	266,840	275,565	294,868	294,868	295,199	295,199

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW SPRING GROVE CEMETERY PUBLIC WORKS						
014911 SPRING GROVE CEMETERY SALARIES						
5110 REG WAGES	118,792	123,183	118,220	118,220	118,220	163,467
5120 OVERTIME	15,795	21,058	21,000	21,000	21,000	21,000
5140 SEASONAL WAGES	-	-	16,800	16,800	16,800	-
5187 RETRO WAGES	4,056	-	-	-	-	-
TOTAL SPRING GROVE CEMETERY SALARIES	138,643	144,241	156,020	156,020	156,020	184,467
014912 SPRING GROVE CEMETERY EXPENSES						
5211 ELECTRICITY	2,396	1,997	2,600	2,600	2,600	2,600
5220 TELEPHONE	700	665	700	700	700	700
5285 REP/OTHER EQUIP	-	252	600	600	600	600
5294 CLOTHING ALLOWANCE	650	650	650	650	650	650
5295 OTHR SVCS	49,196	49,805	30,000	30,000	30,000	10,000
5330 OPERATING SUPPLIES	778	1,317	5,000	5,000	5,000	5,000
5335 FUEL OIL	11,565	12,275	8,000	8,000	8,000	8,000
5360 REP/PARTS/EQUIP	1,268	44	2,000	2,000	2,000	2,000
5410 MACHINERY/EQUIP	3,463	1,054	6,700	6,700	6,700	6,700
5700 UNCLASSIFIED	2,268	273	-	-	-	-
5710 TRAVEL	-	-	100	100	100	100
5730 DUES/SUBSCRIPTIONS	435	310	500	500	500	500
TOTAL SPRING GROVE CEMETERY EXPENSES	72,719	68,642	56,850	56,850	56,850	36,850
014911 SPRING GROVE CEMETERY SALARIES						
5831 FROM RESERVE FUNDS	-	-	-	-	-	-
TOTAL SPRING GROVE CEMETERY SALARIES	-	-	-	-	-	-
014912 SPRING GROVE CEMETERY EXPENSES						
5811 FROM SALE OF SERVICE	(58,099)	(52,000)	(56,000)	(56,000)	(46,000)	(46,000)
TOTAL SPRING GROVE CEMETERY EXPENSES	(58,099)	(52,000)	(56,000)	(56,000)	(46,000)	(46,000)
TOTAL SPRING GROVE CEMETERY	153,263	160,883	156,870	156,870	166,870	175,317

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DPW PARKS & GROUNDS						
PUBLIC WORKS						
016501 PARKS & GROUNDS SALARIES						
5110 REG WAGES	366,274	389,334	395,564	395,564	398,060	398,060
5120 OVERTIME	78,726	63,770	62,000	62,000	62,000	62,000
5130 PART-TIME	-	-	-	-	-	-
5140 SEASONAL	4,592	4,122	20,000	20,000	20,000	20,000
5187 RETRO WAGES	13,327	-	-	-	-	-
TOTAL PARKS & GROUNDS SALARIES	462,919	457,226	477,564	477,564	480,060	480,060
016502 PARKS & GROUNDS EXPENSES						
5285 REP/OTHER EQUIP	15	2,153	3,000	3,000	3,000	3,000
5294 CLOTHING ALLOWANCE	2,306	2,421	2,550	2,550	2,550	2,550
5295 OTHR SVCS	18,398	8,602	19,000	19,000	19,000	19,000
5330 OPERATING SUPPLIES	19,039	26,869	30,000	30,000	30,000	30,000
5331 PLAYGROUND SUPPLIES	7,125	5,278	5,000	5,000	5,000	5,000
5360 REP/PARTS/EQUIP	19,909	13,473	15,000	15,000	15,000	15,000
5410 MACHINERY/EQUIP	163	13,079	10,000	10,000	10,000	10,000
5710 TRAVEL	-	-	100	100	100	100
5730 DUES/SUBSCRIPTIONS	565	1,283	1,600	1,600	1,600	1,600
TOTAL PARKS & GROUNDS EXPENSES	67,520	73,158	86,250	86,250	86,250	86,250
TOTAL PARKS & GROUNDS	530,439	530,384	563,814	563,814	566,310	566,310

PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2013</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>REQ</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>	<u>TMREC</u> <u>FY2016</u>
PLANT AND FACILITIES						
<u>ADMINISTRATION</u>						
M-3 Director (1/2 FTE budgeted in DPW)(FY16 Budget in DPW)	1.0	0.5				
I-28 Asst Director (Transfer from Building Maintenance FY15)			1.0	1.0	1.0	102,673
I-28 Project Manager (funded in CIP 2013-2014)	1.0	1.0	1.0	1.0	1.0	98,990
I-26 Purchasing/Inventory & Veh Maint Super	1.0	1.0	1.0	1.0	1.0	89,794
I-24 Manager of Energy & Utilities (Chg from Bus Mgr FY15)	1.0	1.0	1.0	1.0	1.0	80,208
I-16 Executive Secretary	1.0	1.0	1.0	1.0	1.0	60,557
I-14 Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	56,614
I-12 Office Assistant II	1.6	1.6	1.6	1.6	1.6	77,425
Unclassified (Superintendent stipend)						10,000
	7.6	7.1	7.6	7.6	7.6	576,261
<u>FACILITIES SERVICES</u>						
I-14 Facilities Coordinator	0.4	0.4	0.4	0.4	0.4	22,495
W-4 Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	53,163
W-1 Custodian	7.0	7.0	7.0	7.0	7.0	338,538
Less Andover Youth Foundation Contribution						(11,000)
W-1 Custodian (2 part-time)	0.5	0.5	0.5	1.0	1.0	48,420
	8.9	8.9	8.9	9.4	9.4	451,616
<u>BUILDING MAINTENANCE</u>						
I-28 Superintendent (Transfer to Maintenance Admin FY15)	1.0	1.0				
W-13 Working Foreman		1.0	1.0	1.0	1.0	80,404
W-10 Security Systems Technician	1.0	1.0	1.0	1.0	1.0	63,864
W-8 Carpenter	2.0	1.0	1.0	2.0	2.0	119,209
W-8 Carpenter (Temporary)		1.0	1.0	-	-	-
W-5 Painter I	1.0	1.0	1.0	1.0	1.0	55,304
W-3 Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	52,057
W-0 Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	23,458
	6.5	7.5	6.5	6.5	6.5	394,296
<u>MECHANICAL/ELECTRICAL</u>						
I-24 Energy/Project Manager (FY13-FY15 Superintendent)	1.0	1.0	1.0	1.0	1.0	65,340
W-13 Working Foreman	1.0	1.0	1.0	1.0	1.0	80,745
W-10 Electricians/HVAC Mechanic *	3.0	3.0	4.0	4.0	4.0	250,659
W-10 Plumber	1.0	1.0	1.0	1.0	1.0	63,554
W-9 Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	61,959
W-5 Preventive Maintenance Mechanic	1.0	1.0	1.0	1.0	1.0	59,674
W-6 Plumbing Mechanic						
	8.0	8.0	9.0	9.0	9.0	581,931
<u>VEHICLE MAINTENANCE</u>						
W-13 Working Foreman	1.0	1.0	1.0	1.0	1.0	70,990
W-12 Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	68,862
W-9 Mechanic	2.0	2.0	2.0	2.0	2.0	123,917
	4.0	4.0	4.0	4.0	4.0	263,769
GRAND TOTAL	35.0	35.5	36.0	36.5	36.5	2,267,873

* - Includes one temporary electrician FY15/permanent FY16

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

PLANT & FACILITIES

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TM REC
P&F MAINTENANCE ADMINISTRATION						
MAINTENANCE ADMIN SALARIES	418,940	435,876	603,286	603,286	594,661	594,661
MAINTENANCE ADMIN EXPENSES	<u>37,871</u>	<u>44,645</u>	<u>38,800</u>	<u>38,800</u>	<u>51,500</u>	<u>51,500</u>
TOTAL P&F MAINTENANCE ADMIN	456,811	480,521	487,182	480,521	643,586	642,086
P&F FACILITIES SERVICES						
FACILITIES SERVICES SALARIES	468,694	469,572	494,420	494,420	509,616	520,616
FACILITIES SERVICES EXPENSES	274,972	298,267	321,720	321,720	375,520	339,520
FROM SALE OF SERVICE	<u>(65,134)</u>	<u>(72,259)</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(81,000)</u>	<u>(70,000)</u>
TOTAL P&F FACILITIES SERVICES	678,532	695,580	751,140	751,140	804,136	790,136
P&F TOWN BUILDING MAINTENANCE						
T-BLDG MAINT SALARIES	537,686	543,593	440,010	440,010	454,297	454,297
T-BLDG MAINT EXPENSES	<u>232,118</u>	<u>223,320</u>	<u>246,400</u>	<u>246,400</u>	<u>262,400</u>	<u>262,400</u>
TOTAL P&F TOWN BUILDING MAINTENANCE	769,804	766,913	686,410	686,410	716,697	716,697
P&F TOWN MECHANICAL/ELECTRICAL						
T-MECHANICAL/ELEC SALARIES	589,288	481,866	631,794	631,794	629,131	629,131
T-MECHANICAL/ELEC EXPE	<u>329,323</u>	<u>322,612</u>	<u>333,400</u>	<u>333,400</u>	<u>339,400</u>	<u>339,400</u>
TOTAL P&F TOWN MECHANICAL/ELECT	918,611	804,478	965,194	965,194	968,531	968,531
P&F VEHICLE MAINTENANCE						
VEHICLE MAINT SALARIES	287,070	268,925	288,769	288,769	299,769	299,769
VEHICLE MAINT EXPENSES	<u>334,481</u>	<u>367,929</u>	<u>385,925</u>	<u>385,925</u>	<u>417,925</u>	<u>417,925</u>
TOTAL VEHICLE MAINTENANCE	621,551	636,854	674,694	674,694	717,694	717,694
TOTAL PLANT & FACILITIES						
SALARIES	2,301,678	2,199,832	2,458,279	2,458,279	2,487,474	2,498,474
EXPENSES	<u>1,208,765</u>	<u>1,256,773</u>	<u>1,326,245</u>	<u>1,326,245</u>	<u>1,446,745</u>	<u>1,410,745</u>
	3,510,443	3,456,605	3,784,524	3,784,524	3,934,219	3,909,219
FROM SALE OF SERVICE	<u>(65,134)</u>	<u>(72,259)</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(81,000)</u>	<u>(70,000)</u>
TOTAL PLANT & FACILITIES	<u>3,445,309</u>	<u>3,384,346</u>	<u>3,719,524</u>	<u>3,719,524</u>	<u>3,853,219</u>	<u>3,839,219</u>

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
P&F MAINTENANCE ADMINISTRATION						
PLANT & FACILITIES						
011861 MAINTENANCE ADMIN SALARIES						
5110 REG WAGES	297,379	354,658	501,077	501,077	505,236	505,236
5120 OVERTIME	16,269	3,969	4,000	4,000	6,000	6,000
5130 PART TIME	98,080	71,480	88,809	88,809	77,425	77,425
5140 SEASONAL	140	5,769	5,000	5,000	6,000	6,000
5187 RETRO WAGES	7,072	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	4,400	4,400	-	-
TOTAL MAINTENANCE ADMIN SALARIES	418,940	435,876	603,286	603,286	594,661	594,661
011862 MAINTENANCE ADMIN EXPENSES						
5220 TELEPHONE	11,792	10,919	11,000	11,000	12,000	12,000
5270 PRINTING	-	1,903	400	400	400	400
5291 RENT EQUIP	2,406	899	3,000	3,000	5,000	5,000
5295 OTHR SVCS	12,872	17,087	14,500	14,500	19,500	19,500
5310 OFFICE SUP	8,644	7,175	6,000	6,000	6,000	6,000
5420 OFF EQUIP	448	1,514	1,500	1,500	4,000	4,000
5710 TRAVEL	83	125	200	200	600	600
5730 DUES/SUBSCRIPTIONS	1,626	5,023	2,200	2,200	4,000	4,000
TOTAL MAINTENANCE ADMIN EXPENSES	37,871	44,645	38,800	38,800	51,500	51,500
TOTAL P&F MAINTENANCE ADMIN	456,811	480,521	642,086	642,086	646,161	646,161

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
P&F FACILITIES SERVICES						
PLANT & FACILITIES						
011851 FACILITIES SERVICES SALARIES						
5110 REG WAGES	384,771	387,010	390,266	390,266	391,701	391,701
5120 OVERTIME	32,056	20,459	43,000	43,000	43,000	43,000
5150 RENTAL OVERTIME	-	15,522	15,000	15,000	15,000	15,000
5130 PART TIME	37,205	46,581	46,154	46,154	59,915	70,915
	<u>14,662</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL FACILITIES SERVICES SALARIES	468,694	469,572	494,420	494,420	509,616	520,616
011852 FACILITIES SERVICES EXPENSES						
5206 INSURANCE	6,788	6,788	7,195	7,195	7,195	7,195
5211 ELECTRICITY	129,355	126,366	132,000	132,000	165,000	158,000
5213 NATURAL GAS	62,645	76,720	70,000	70,000	84,000	84,000
5220 TELEPHONE	59,021	53,235	58,000	58,000	58,000	29,000
5270 PRINTING	-	-	-	-	-	-
5294 CLOTHING ALLOWANCE	2,458	2,922	3,825	3,825	3,825	3,825
5295 OTHR SVCS	2,846	167	3,500	3,500	3,500	3,500
5230 FIELDS REVOLV TOWN SUPPORT	-	-	12,000	12,000	12,000	12,000
5310 OFFICE SUP	229	38	500	500	500	500
5330 OPERATING SUPPLIES	11,385	22,969	28,500	28,500	32,000	32,000
5410 MACH/EQUIP	-	8,507	5,000	5,000	7,000	7,000
5420 OFF EQUIP	-	75	500	500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	245	480	700	700	1,000	1,000
	<u>274,972</u>	<u>298,267</u>	<u>321,720</u>	<u>321,720</u>	<u>375,520</u>	<u>339,520</u>
TOTAL FACILITIES SERVICES EXPENSES	274,972	298,267	321,720	321,720	375,520	339,520
011851 FACILITIES SERVICES SALARIES						
5811 FROM SALE OF SERVICE	<u>(65,134)</u>	<u>(72,259)</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(81,000)</u>	<u>(70,000)</u>
TOTAL FACILITIES SERVICES SALARIES	<u>(65,134)</u>	<u>(72,259)</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(81,000)</u>	<u>(70,000)</u>
TOTAL P&F FACILITIES SERVICES	678,532	695,580	751,140	751,140	804,136	790,136

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
P&F TOWN BUILDING MAINTENANCE						
PLANT & FACILITIES						
011881 T-BLDG MAINT SALARIES						
5110 REG WAGES	458,587	467,009	356,678	356,678	370,839	370,839
5120 OVERTIME	32,589	34,422	40,000	40,000	40,000	40,000
5130 PART TIME	19,810	23,167	23,332	23,332	23,458	23,458
5140 SEASONAL	12,025	18,995	20,000	20,000	20,000	20,000
5187 RETRO WAGES	14,675	-	-	-	-	-
TOTAL T-BLDG MAINT SALARIES	537,686	543,593	440,010	440,010	454,297	454,297
011882 T-BLDG MAINT EXPENSES						
5231 TRANS ALLOWANCE	1,800	1,800	1,800	1,800	1,800	1,800
5287 MAINT/REPAIR COMM EQ	-	378	4,000	4,000	4,000	4,000
5288 MAINT/REP INVENTORY	22,203	23,289	10,000	10,000	10,000	10,000
5291 RENT EQUIP	106	-	2,000	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	3,184	2,831	2,600	2,600	2,600	2,600
5295 OTHR SVCS	97,736	100,000	120,500	120,500	130,000	130,000
5330 OPERATING SUPPLIES	12,488	102	-	-	-	-
5340 REP/PARTS/BUILDINGS	90,572	77,720	95,000	95,000	100,000	100,000
5380 MIN APPARATUS/TOOLS	1,375	8,527	2,500	2,500	3,000	3,000
5410 MACHINERY/EQUIP	939	2,227	2,000	2,000	2,000	2,000
5710 TRAVEL	25	105	1,000	1,000	1,000	1,000
5730 DUES/SUBSCRIPTIONS	1,690	6,341	5,000	5,000	6,000	6,000
TOTAL T-BLDG MAINT EXPENSES	232,118	223,320	246,400	246,400	262,400	262,400
TOTAL P&F TOWN BUILDING MAINTENANCE	769,804	766,913	686,410	686,410	716,697	716,697

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
P&F TOWN MECHANICAL/ELECTRICAL PLANT & FACILITIES						
011891 T-MECHANICAL/ELEC SALARIES						
5110 REG WAGES	520,790	453,370	584,594	584,594	581,931	581,931
5120 OVERTIME	51,431	28,426	40,000	40,000	40,000	40,000
5140 SEASONAL	-	70	7,200	7,200	7,200	7,200
5187 RETRO WAGES	17,067	-	-	-	-	-
TOTAL T-MECHANICAL/ELEC SALARIES	589,288	481,866	631,794	631,794	629,131	629,131
011892 T-MECHANICAL/ELEC EXPENSES						
5288 MAINT/REP INVENTORY	55,767	47,542	63,000	63,000	63,000	63,000
5291 RENT EQUIP	-	-	2,000	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	3,400	2,911	3,400	3,400	3,400	3,400
5295 OTHR SVCS	136,773	149,629	145,500	145,500	150,000	150,000
5350 OPER SUPP/EQUIP	107,626	92,860	90,000	90,000	90,000	90,000
5360 REPAIR/PARTS/EQUIP	12,913	20,022	20,000	20,000	20,000	20,000
5380 MIN APPARATUS/TOOLS	5,997	4,375	3,000	3,000	3,000	3,000
5410 MACHINERY/EQUIP	-	1,731	2,000	2,000	2,000	2,000
5710 TRAVEL	6,140	1,558	2,000	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	707	1,984	2,500	2,500	4,000	4,000
TOTAL T-MECHANICAL/ELEC EXPE	329,323	322,612	333,400	333,400	339,400	339,400
TOTAL P&F TOWN MECHANICAL/ELECT	918,611	804,478	965,194	965,194	968,531	968,531

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
P&F VEHICLE MAINTENANCE PLANT & FACILITIES						
011911 VEHICLE MAINT SALARIES						
5110 REG WAGES	252,737	233,452	263,769	263,769	263,769	263,769
5120 OVERTIME	25,971	35,473	25,000	25,000	30,000	30,000
5121 SNOW OVERTIME	-	-	-	-	-	-
5140 SEASONAL	-	-	-	-	6,000	6,000
5187 RETRO WAGES	8,362	-	-	-	-	-
TOTAL VEHICLE MAINT SALARIES	287,070	268,925	288,769	288,769	299,769	299,769
011912 VEHICLE MAINT EXPENSES						
5283 REP-VHCLS	22,984	8,320	20,000	20,000	20,000	20,000
5285 REPAIRS/OTHER EQUIP	-	-	5,000	5,000	5,000	5,000
5293 UNIFORM RENTAL	3,546	1,943	4,500	4,500	4,500	4,500
5294 CLOTHING ALLOWANCE	1,368	3,048	1,300	1,300	1,300	1,300
5330 OPERATING SUPPLIES	43	-	-	-	-	-
5355 AUTO FUEL	75,337	67,898	80,000	80,000	80,000	80,000
5360 REPAIR/PARTS/EQUIP	44,165	69,472	80,000	80,000	80,000	80,000
5361 OPER SUPPLIES/POLICE	33,624	27,363	40,000	40,000	50,000	50,000
5362 OPER SUPPLIES/FIRE	78,330	99,623	80,000	80,000	90,000	90,000
5363 DPW VEHICLES	66,669	75,790	65,000	65,000	75,000	75,000
5380 MIN APPARATUS/TOOLS	6,823	13,836	6,000	6,000	8,000	8,000
5430 OTH EQUIP	22	536	2,000	2,000	2,000	2,000
5710 TRAVEL	620	-	125	125	125	125
5730 DUES/SUBSCRIPTIONS	950	100	2,000	2,000	2,000	2,000
TOTAL VEHICLE MAINT EXPENSES	334,481	367,929	385,925	385,925	417,925	417,925
TOTAL VEHICLE MAINTENANCE	621,551	636,854	674,694	674,694	717,694	717,694



WATER & SEWER ENTERPRISE BUDGETS

PERSONNEL DETAIL

	<u>Position Classification</u>	<u>FTE FY2013</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>REQ FY2016</u>	<u>TMREC FY2016</u>	<u>TMREC FY2016</u>
SEWER							
I-24	Projects Engineer	1.0	1.0	1.0	1.0	1.0	83,344
I-24	GIS Coordinator *						15,072
I-14	Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	56,752
I-12	Office Assistant II	0.6					
W10	WTF Station Opr. (moved to Water FY14)	2.0					
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	59,059
W-5	Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	55,122
	SEWER TOTAL	6.6	4.0	4.0	4.0	4.0	269,349
WATER							
I-28	Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	102,673
I-28	Superintendent-Distribution	1.0	1.0	1.0	1.0	1.0	100,000
I-26	Chief of Maintenance	1.0					
I-26	General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	97,501
I-24	GIS Coordinator *						15,072
I-24	Environmental Compliance Coordinator	1.0	1.0	1.0	1.0	1.0	80,357
I-24	Chief Chemist	1.0	1.0	1.0	1.0	1.0	85,088
I-20	Junior Civil Engineer	1.0	1.0	1.0	1.0	1.0	70,912
I-16	W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	62,965
I-16	Office Coordinator	1.0	1.0	1.0	1.0	1.0	92,965
I-12	Office Assistant II (moved from Sewer)		0.6	1.0	1.0	1.0	46,628
W-13	WTF Station Opr. Working Foreman		1.0	1.0	1.0	1.0	70,987
W-10	WTF Station Operator	3.0	4.0	4.0	4.0	4.0	256,789
W-8	WTF Station Jr Operator		1.0	1.0	1.0	1.0	60,954
W-6	WTF Station OIT	1.0	1.0	1.0	1.0	1.0	56,777
W-4	Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	156,757
W-4	Equip Operator II	1.0	1.0	1.0	1.0	1.0	55,653
W-5	Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	55,389
W-3	Water Meter Reader	1.0	1.0	1.0	1.0	1.0	52,355
W-1	Custodian	1.0	1.0	1.0	1.0	1.0	49,012
	WATER TOTAL	20.0	22.6	23.0	23.0	23.0	1,568,834
	DEPT GRAND TOTAL	60.6	60.1	61.0	62.0	62.0	

* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
WATER ENTERPRISE FUND						
PUBLIC WORKS						
71001 WATER ENTERPRISE FUND SALARIES						
5110 REGULAR WAGES	1,280,873	1,454,149	1,509,715	1,509,715	1,513,204	1,513,204
5120 OVERTIME	338,369	343,996	300,000	300,000	350,000	350,000
5130 PART-TIME	-	48,024	18,904	18,904	15,072	15,072
5140 SEASONAL	-	8,248	10,000	10,000	30,000	30,000
5187 RETRO WAGES	39,880	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	1,200	1,200	-	-
TOTAL WATER ENTERPRISE FUND SALARIES	1,659,122	1,854,417	1,839,819	1,839,819	1,908,276	1,908,276
71002 WATER ENTERPRISE FUND EXPENSES						
5211 ELECTRICITY	815,108	726,881	840,000	840,000	940,800	940,800
5213 NATURAL GAS/OIL	62,606	61,315	70,000	70,000	70,000	70,000
5220 TELEPHONE	31,994	31,147	35,000	35,000	35,000	30,000
5225 POSTAGE	5,284	5,402	8,000	8,000	8,000	8,000
5250 ADVERTISING	-	-	1,000	1,000	1,000	1,000
5270 PRINTING	2,026	786	5,000	5,000	5,000	5,000
5285 MAINT REP/OTHER EQUIP	147,617	154,287	245,000	245,000	245,000	245,000
5294 CLOTHING ALLOWANCE	3,900	4,550	3,900	3,900	4,550	4,550
5295 OTHR SVCS	404,772	417,351	252,355	252,355	250,000	250,000
5310 OFFICE SUPPLIES	8,559	10,389	8,000	8,000	12,000	12,000
5323 CHEMICALS	327,173	369,751	433,000	433,000	433,000	433,000
5324 WATER LAB SUPP/EQUIP	55,646	42,037	55,000	55,000	55,000	55,000
5325 WATER CONSERVATION	11,083	10,636	10,000	10,000	10,000	10,000
5330 SUPPLIES/BUILDING	20,704	17,809	16,000	16,000	16,000	16,000
5335 FUEL OIL	6,352	5,185	20,000	20,000	20,000	20,000
5350 SUPPLIES/EQUIPMENT	98,808	101,074	175,000	175,000	175,000	175,000
5355 AUTOMOTIVE FUEL	49,527	44,343	46,000	46,000	46,000	46,000
5360 REPAIR PARTS/EQUIP	99,347	121,697	150,000	150,000	150,000	150,000
5364 REPAIRS/WATER VEHICLES	22,270	30,805	25,000	25,000	25,000	25,000
5380 MIN APPARATUS/TOOLS	1,981	1,723	3,000	3,000	3,000	3,000
5395 OTHER COMMODITIES	32,152	34,076	35,000	35,000	35,000	35,000
5410 MACHINERY/EQUIP	19,236	18,620	20,000	20,000	20,000	20,000
5500 GIS	-	9,540	10,000	10,000	13,000	13,000
5710 TRAVEL IN-STATE	3,639	4,177	5,000	5,000	5,000	5,000
5730 DUES/SUBSCRIPTIONS	23,008	21,247	24,000	24,000	24,000	24,000
5950 OPEB	-	77,440	231,704	231,704	250,000	250,000
5760 COURT JUDGEMENT	-	450,000	-	-	-	-
TOTAL WATER ENTERPRISE FUND EXPENSES	2,252,792	2,772,268	2,726,959	2,726,959	2,851,350	2,846,350
71002 WATER ENTERPRISE FUND EXPENSES						
5831 FROM RESERVE FUNDS	-	-	-	-	-	-
TOTAL WATER ENTERPRISE FUND EXPENSES	-	-	-	-	-	-
TOTAL WATER ENTERPRISE FUND	3,911,914	4,626,685	4,566,778	4,566,778	4,759,626	4,754,626
TOTAL SEWER/WATER ENTERPRISE	6,111,890	6,616,468	6,949,026	6,949,026	7,362,608	7,229,676

FY2014
BUDGETFY2014
ACTUALFY2015
BUDGETFY2016
PROJECTED

WATER BUDGET and RATE PROJECTION

Actual OPEB ARC

2/6/15

WATER COSTS:				
WATER Direct Costs:				
Personal services	1,804,485	1,854,417	1,839,819	1,908,276
Ordinary Maint	2,477,900	2,731,518	2,495,255	2,596,350
OPEB	77,440	77,440	231,704	250,000
TOTAL DIRECT COSTS	4,359,825	4,663,375	4,566,778	4,754,626
INDIRECT COSTS				
Vehicle Maint.	19,166	19,166	19,741	20,334
DPW Admin	110,874	110,874	114,200	117,626
Gen Admin and Fin.	208,688	208,688	214,949	221,397
Information Technology	-	-	-	-
Maint. Admin	26,135	26,135	26,919	27,726
Motor Vehicle Ins.	5,794	5,794	5,967	6,146
Comprehensive Ins.	72,611	72,611	74,789	77,033
Workmen's Comp	26,050	26,050	26,831	27,636
Retirement	268,055	268,055	181,973	266,126
Health Ins.	330,089	330,089	217,083	234,449
OPEB Liability	-	-	-	-
Engineering	89,678	89,678	92,368	95,139
TOTAL INDIRECT COSTS	1,157,138	1,157,140	974,820	1,093,612
DEBT SERVICE				
Existing Debt	1,031,617	1,031,617	1,384,434	1,347,608
Debt Authorized Not Yet Borrowed	-	-	-	-
BANS	35,000	35,000	35,000	35,000
New Debt-CIP	-	-	-	270,000
TOTAL DEBT SERVICE	1,066,617	1,066,617	1,419,434	1,652,608
WARRANT ARTICLES				
Maintenance	-	-	300,000	300,000
TOTAL SYSTEM MAINTENANCE ARTICLE	-	-	300,000	300,000
TOTAL COSTS	6,583,580	6,887,132	7,261,032	7,800,846
WATER REVENUES				
WATER USE				
Water user rates (NET from prior year)	6,377,400	7,014,538	6,700,000	7,035,000
RATE factor	101.0%	-	105.0%	106.0%
PROJECTED WATER USE COLLECTION	6,441,174	7,014,538	7,035,000	7,457,100
OTHER REVENUES				
Service line fee	51,000	53,395	45,000	45,000
Water testing fee	15,000	26,075	17,000	25,000
Final reads	14,000	31,267	15,000	20,000
Water liens	87,000	141,318	90,000	100,000
Water connection	13,000	12,580	10,000	10,000
Backflow/Cross connection fee	24,000	78,329	45,000	70,000
Meter Installations	10,000	10,030	7,000	7,000
Fire flow test	6,000	8,953	6,000	6,000
Interest income	7,000	12,890	5,000	12,000
Misc Revenue	13,475	364,124	475	15,000
OTHER REVENUES	240,475	738,961	240,475	310,000
TRANSFER FROM RESERVES	-	-	-	-
TOTAL REVENUES	6,681,649	7,753,499	7,275,475	7,767,100
SURPLUS/(DEFICIT)	98,069	866,367	14,443	-33,746
% Self sufficient	101%	113%	100%	100%
New rate	\$2.95	\$2.95	\$3.10	\$3.29
Old rate	\$2.92	\$2.92	\$2.95	\$3.10
Rate increase	\$0.03	\$0.03	\$0.15	\$0.19
Reserve Fund Goal = 20% Water Fund	1,316,716	1,377,426	1,452,206	1,560,169
Starting Balance- Reserve Fund	2,970,387	2,970,387	2,398,456	2,262,899
Transfer from Reserve/Articles	(220,000)	-	(150,000)	(55,000)
Court Judgment	(450,000)	-	-	-
Projects 10-20 Years	-	-	-	(500,000)
Inc/ Dec in Reserve Fund	98,069	866,367	14,443	(33,746)
Ending Balance- Reserve Fund	2,398,456	3,836,754	2,262,899	1,674,152
Over(Under) Reserve Goal	82.15%	178.55%	55.82%	7.31%
Average User 11,165 CF per year	\$327.45	-	\$344.10	\$365.19
Increase	\$3.33	-	\$16.65	\$21.09
AVERAGE RATE COMPARABLE COMMUNITY			\$478.20	\$478.20
ANDOVER RATE AS % OF COMPARABLE			71.96%	76.37%
AVERAGE RATE MERRIMACK VALLEY			\$569.40	\$569.40
ANDOVER RATE AS % OF MERRIMACK VALLEY			60.43%	64.14%

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
SEWER ENTERPRISE FUND						
PUBLIC WORKS						
70001 SEWER ENTERPRISE FUND SALARIES						
5110 REGULAR WAGES	373,228	258,950	257,096	257,096	255,078	255,078
5120 OVERTIME	20,494	8,267	25,000	25,000	25,000	25,000
5130 PART-TIME	11,267	18,734	18,904	18,904	15,072	15,072
5187 RETRO WAGES	10,599	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	400	400	-	-
TOTAL SEWER ENTERPRISE FUND SALARIES	415,588	285,951	301,400	301,400	295,150	295,150
70002 SEWER ENTERPRISE FUND EXPENSES						
5211 ELECTRICITY	73,598	71,368	80,000	80,000	80,000	80,000
5220 TELEPHONE	1,600	1,754	3,000	3,000	3,000	3,000
5225 POSTAGE	5,284	5,402	6,000	6,000	6,000	6,000
5291 EQUIPMENT RENTAL	4,560	-	-	-	-	-
5294 CLOTHING ALLOWANCE	1,300	650	1,300	1,300	1,300	1,300
5295 OTHR SVCS	47,328	66,511	92,000	92,000	92,000	92,000
5323 CHEMICALS	2,509	2,895	11,000	11,000	11,000	11,000
5330 SUPPLIES/BUILDING	2,861	5,420	4,000	4,000	4,000	4,000
5335 FUEL OIL	12,837	4,610	10,000	10,000	10,000	10,000
5360 REPAIR PARTS/EQUIP	4,385	7,036	30,000	30,000	30,000	30,000
5380 MIN APPARATUS/TOOLS	961	1,163	600	600	600	600
5410 MACHINERY/EQUIP	89,776	9,443	82,000	82,000	85,000	85,000
5500 GIS (Moved from 5295)	12,568	14,060	17,000	17,000	17,000	17,000
5600 GTR LAWRENCE SANITARY	1,524,821	1,513,520	1,706,613	1,706,613	1,927,932	1,800,000
5710 TRAVEL IN-STATE	-	-	-	-	-	-
5950 OPEB	-	-	37,335	37,335	40,000	40,000
TOTAL SEWER ENTERPRISE FUND EXPENSES	1,784,388	1,703,832	2,080,848	2,080,848	2,307,832	2,179,900
70002 SEWER ENTERPRISE FUND EXPENSES						
5831 FROM RESERVE FUNDS	-	-	-	-	-	-
TOTAL SEWER ENTERPRISE FUND EXPENSES	-	-	-	-	-	-
TOTAL SEWER ENTERPRISE FUND	2,199,976	1,989,783	2,382,248	2,382,248	2,602,982	2,475,050

**FY2014
BUDGET**

**FY2014
ACTUAL**

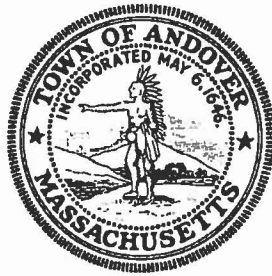
**FY2015
BUDGET**

**FY2016
PROJECTED**

SEWER BUDGET and RATE PROJECTION

2/6/15

SEWER COSTS				
SEWER DIRECT COSTS				
Personal services	300,921	285,951	301,400	295,150
Ordinary Maint.	337,500	193,721	336,900	339,900
Sewer Assessment	1,600,000	1,513,520	1,706,613	1,800,000
OPEB	0	0	37,335	40,000
TOTAL DIRECT COSTS	2,238,421	1,993,192	2,382,248	2,475,050
INDIRECT COSTS				
Vehicle Maint.	24,804	24,804	25,548	26,314
DPW Admin.	37,137	37,137	38,252	39,399
Gen Admin. and Fin.	69,901	69,901	71,998	74,158
Maint. Admin	10,454	10,454	10,768	11,091
Motor Vehicle Ins.	19,844	19,844	20,439	21,052
Comprehensive Ins.	19,844	19,844	20,439	21,052
Workmen's Comp.	26,050	26,050	26,831	27,636
Retirement	75,605	75,605	54,553	49,833
Health Ins.	81,044	81,044	51,192	55,287
GIS	-	-	-	-
Engineering	54,964	54,964	56,613	58,311
TOTAL INDIRECT COSTS	419,647	419,647	376,632	384,134
DEBT SERVICE				
Existing Debt	2,746,552	2,746,552	2,675,132	2,599,737
BAN Interest	-	-	-	-
TOTAL DEBT SERVICE	2,746,552	2,746,552	2,675,132	2,599,737
TOTAL COSTS	5,404,620	5,159,391	5,434,012	5,458,921
SEWER REVENUES				
SEWER USE RATES				
Sewer User Rates	3,500,000	3,863,349	3,780,000	3,780,000
RATE factor	108.0%		100.0%	105.0%
PROJECTED SEWER USE COLLECTION	3,780,000	3,863,349	3,780,000	3,969,000
OTHER REVENUES				
Sewer liens	90,000	84,659	90,000	90,000
Committed interest	462,000	479,282	446,000	369,000
Interest income	5,000	13,907	5,000	10,000
Existing Sewer betterments	864,000	965,984	773,000	698,000
Misc Revenue	12,000	42,441	12,967	12,000
State rate relief grants	-	-	-	-
OTHER REVENUES	1,433,000	1,586,273	1,326,967	1,179,000
Transfer from Reserves for Operating	191,619	-	327,045	310,921
TOTAL REVENUES	5,404,619	5,449,622	5,434,012	5,458,921
SURPLUS/(DEFICIT)	-1	290,231	0	0
% self sufficient	100%	106%	100%	100%
New rate	3.47	3.47	3.47	3.64
Old rate	3.21	3.47	3.47	3.47
Rate increase	0.26	0.00	0.00	0.17
Reserve Fund Goal = 20% Sewer Fund	1,080,924	1,031,878	1,086,802	1,091,784
Starting Balance- Reserve Fund	2,390,274	2,173,654	2,148,654	1,656,609
Transfer from Reserve/Articles/GLSD	(25,000)	(25,000)	(165,000)	-
Inc/ Dec in Reserve Fund	(191,620)	-	(327,045)	(310,921)
Transfer from Reserve/Articles/GLSD				
Ending Balance- Reserve Fund	2,173,654	2,148,654	1,656,609	1,345,688
Over(Under) Reserve Goal	101.09%	108.23%	52.43%	23.26%
Average User 11,165 CF per year	\$385.17	\$385.17	\$385.17	\$404.04
Increase	\$28.86		\$0.00	\$18.87



SCHOOL DEPARTMENT

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
ANDOVER PUBLIC SCHOOLS SCHOOL						
013001 ANDOVER SCHOOL SALARIES						
5110 REGULAR WAGES	<u>52,934,055</u>	<u>56,217,707</u>	<u>57,710,706</u>	<u>57,710,706</u>	<u>58,748,096</u>	<u>58,408,133</u>
TOTAL ANDOVER SCHOOL SALARIES	52,934,055	56,217,707	57,710,706	57,710,706	58,748,096	58,408,133
013002 ANDOVER SCHOOL EXPENSES						
5700 UNCLASSIFIED EXP	<u>13,818,622</u>	<u>12,709,886</u>	<u>13,193,746</u>	<u>13,193,746</u>	<u>14,548,495</u>	<u>14,465,396</u>
TOTAL ANDOVER SCHOOL EXPENSES	<u>13,818,622</u>	<u>12,709,886</u>	<u>13,193,746</u>	<u>13,193,746</u>	<u>14,548,495</u>	<u>14,465,396</u>
TOTAL ANDOVER SCHOOL	66,752,677	68,927,593	70,904,452	70,904,452	73,296,591	72,873,529

Andover Public Schools FY 2016 School Committee Recommended Budget								
	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	FY2015 Budget	FY2016 Recommended Budget	Recomm. FY2016	
Personnel Salaries	48,429,608	48,905,991	52,459,521	56,217,707	57,881,396	58,748,096		
Expenses	13,458,813	14,378,586	13,275,942	12,709,886	13,023,056	14,548,495		
Total	61,888,421	63,284,577	65,735,463	68,927,593	70,904,452	73,296,591	73,296,591	
				\$ over FY 15		2,392,139		
				% over FY 15		3.37%		GAP
				TM \$ over FY 16		2,392,139		-
				TM % over FY 16		3.37%		

Note: When the Preliminary Budget is presented in March, we will present what services can and cannot be provided within the budget number we have submitted based upon the Town Manager's Preliminary Tax Levy number presented on January 14, 2015. We will also present what services would be provided if additional revenue becomes available.

1/23/2015

**BUDGET SUMMARY
FY 16 Proposed Budget**

FY16 BUDGET GENERAL FUNDS										
Acct.	Function	FY16 Total Recommended	FY15 Total Approved	Difference	Percent Change	FY14 Total Expended	FY13 Total Expended	FY12 Total Expended	FY11 Total Expended	FY10 Total Expended
110	School Committee	198,950	57,750	141,200	244.5%	51,694	38,669	32,018	24,903	49,902
111	Legal Services	395,000	454,000	(59,000)	-13.0%	424,760	533,905	479,758	310,293	280,336
120	Superintendent's Office	333,976	323,103	10,873	3.4%	322,906	307,155	288,600	284,430	248,034
141	Asst. Superintendent's Office	284,515	274,039	10,476	3.8%	276,431	253,705	251,087	257,245	232,440
142	Human Resources	564,428	523,991	40,437	7.7%	490,913	477,994	441,237	390,431	395,082
143	Business Services	1,071,262	1,010,545	60,717	6.0%	958,556	972,333	676,298	777,083	781,855
144	GAP Reduction	(1,468,064)	888,051	(2,356,115)		0	(1,406)	0	(27,194)	(20,913)
210	Supervisors	1,905,037	1,744,689	160,348	9.2%	1,580,225	1,376,149	1,065,928	1,143,320	1,100,623
220	Principals	3,427,029	3,439,868	(12,839)	-0.4%	3,389,387	3,006,440	2,896,501	2,721,034	2,680,018
230	Teaching	46,936,803	44,449,603	2,487,200	5.6%	44,226,186	41,837,412	39,250,546	38,105,294	37,286,012
235	Professional Development	405,646	411,702	(6,056)	-1.5%	329,435	254,634	236,402	171,386	231,492
240	Textbooks	143,239	98,097	45,142	46.0%	100,330	202,783	152,515	48,496	56,068
250	Digital Learning & Media	1,239,171	1,034,644	204,527	19.8%	929,198	763,192	475,644	480,182	479,596
260	Technology	55,576	106,107	(50,531)	-47.6%	189,332	121,267	150,634	531,360	608,363
270	Guidance & Social Workers	2,040,546	1,991,482	49,064	2.5%	1,856,789	1,668,478	653,433	859,800	841,988
280	Evaluation/Therapy	1,475,327	1,270,751	204,576	16.1%	1,128,873	1,188,707	2,597,467	2,504,188	1,734,591
320	Health Services	873,132	779,014	94,118	12.1%	776,502	724,287	673,430	660,324	604,380
331	Transp. - Reg. Educ.	1,848,016	1,743,926	104,090	6.0%	1,556,812	1,449,240	1,341,510	1,305,027	1,229,569
332	Transp. - Special Educ.	1,932,741	1,869,283	63,458	3.4%	1,553,276	1,524,527	1,467,398	1,497,782	1,098,160
333	Transp. - Homeless	10,000	15,000	(5,000)	-33.3%	16,577	5,488	13,368	4,425	9,520
351	Athletics	444,882	435,554	9,328	2.1%	447,212	471,753	419,628	418,350	410,372
352	Student Activities	131,876	131,876	0	0.0%	128,367	102,294	83,550	63,662	99,715
360	Building Security	45,236	45,236	0	0.0%	45,236	36,057			
411	Custodial Services	2,101,755	2,016,937	84,818	4.2%	2,041,539	2,020,826	1,885,924	1,838,402	1,855,849
412	Building Operations	1,676,911	1,383,361	293,550	21.2%	1,310,913	1,370,733	1,482,468	1,775,051	1,544,653
521	Medicare/Benefits	878,165	822,564	55,601	6.8%	825,515	746,174	701,176	680,426	652,250
730	Equipment	0				101,242	381,549			
900	Prog. Other Districts	4,345,436	3,583,279	762,157	21.3%	3,869,387	3,901,118	5,568,057	5,062,721	5,503,480
	Total	73,296,591	70,904,452	2,392,139	3.37%	68,927,593	65,735,463	63,284,577	61,888,421	59,993,435

1.23.15

FY16 SALARY BUDGET GENERAL FUNDS										
Acct.	Function	FY16 Total Recommended	FY15 Total Approved	Difference	Percent Change	FY14 Total Expended	FY13 Total Expended	FY12 Total Expended	FY11 Total Expended	FY10 Total Expended
110	School Committee	14,300	14,300	0	0.0%	10,425	10,500	12,175	13,350	16,691
120	Superintendent's Office	299,676	289,103	10,573	3.7%	285,194	277,309	267,709	260,189	232,453
141	Asst. Superintendent's Office	267,193	257,089	10,104	3.9%	253,157	244,144	237,450	246,767	221,814
142	Human Resources	400,713	373,076	27,637	7.4%	354,099	326,881	309,676	302,736	291,320
143	Business Services	859,177	809,306	49,871	6.2%	784,140	749,096	578,052	662,130	689,074
144	GAP Reduction	(1,468,064)	888,051	(2,356,115)	-265.3%				0	0
210	Supervisors	1,854,824	1,683,455	171,369	10.2%	1,549,935	1,294,867	968,920	1,063,428	1,048,427
220	Principals	3,293,684	3,306,755	(13,071)	-0.4%	3,263,770	2,832,404	2,783,357	2,613,758	2,601,413
230	Teaching	45,932,373	43,556,610	2,375,763	5.5%	43,273,042	40,721,769	38,428,058	37,455,710	36,676,073
235	Professional Development	91,600	91,600	0	0.0%	146,699	98,936	121,299	80,980	91,449
250	Digital Learning & Media	1,183,743	973,833	209,910	21.6%	750,618	697,427	434,102	448,066	450,168
260	Technology			0	#DIV/0!			0	407,973	507,633
270	Guidance & Social Workers	2,024,556	1,972,392	52,164	2.6%	1,844,125	1,656,290	643,837	853,069	838,101
280	Evaluation/Therapy	516,959	410,339	106,620	26.0%	401,273	409,717	1,214,146	1,154,802	1,129,567
320	Health Services	854,782	760,664	94,118	12.4%	759,729	705,570	659,401	642,941	587,295
331	Transportation	170,201	155,793	14,408	9.2%	147,707	143,458	130,916	130,512	140,512
351	Athletics	327,366	321,174	6,192	1.9%	334,327	338,905	307,493	306,215	302,737
352	Student Activities	127,876	127,876	0	0.0%	127,050	102,294	83,550	63,662	99,715
360	Building Security	45,236	45,236	0	0.0%	45,236	36,057			
411	Custodial Services	1,951,901	1,844,744	107,157	5.8%	1,887,181	1,813,897	1,725,850	1,723,320	1,722,466
	Total	58,748,096	57,881,396	866,700	1.5%	56,217,707	52,459,521	48,905,991	48,429,608	47,646,908

BUDGET SUMMARY
FY 16 Proposed Budget

FY16 NON-SALARY BUDGET										
GENERAL FUNDS										
Acct.	Function	FY16 Total Approved	FY16 Total Approved	Difference	Percent Change	FY14 Total Expended	FY13 Total Expended	FY12 Total Expended	FY11 Total Expended	FY10 Total Expended
110	School Committee	184,650	43,450	141,200	325.0%	41,269	28,169	19,843	11,553	33,211
111	Legal Services	395,000	454,000	(59,000)	-13.0%	424,760	533,905	479,758	310,293	280,336
120	Superintendent's Office	34,300	34,000	300	0.9%	37,712	29,846	20,891	24,241	15,581
141	Asst. Superintendent's Office	17,322	16,950	372	2.2%	23,274	9,561	13,637	10,478	10,626
142	Human Resources	163,715	150,915	12,800	8.5%	136,814	151,113	131,561	87,695	103,762
143	Business Services	212,085	201,239	10,846	5.4%	174,416	223,237	98,246	114,953	92,781
144	Contingency	-	-	-	#DIV/0!	-	(1,406)	-	(27,194)	(20,913)
210	Supervisors	50,213	61,234	(11,021)	-18.0%	30,290	81,282	97,008	79,892	52,196
220	Principals	133,345	133,113	232	0.2%	125,617	174,036	113,144	107,276	78,605
230	Teaching	1,004,430	892,993	111,437	12.5%	953,144	1,115,643	822,488	649,584	609,939
235	Professional Development	314,046	320,102	(6,056)	-1.9%	182,736	155,698	115,103	90,406	140,043
240	Textbooks	143,239	98,097	45,142	46.0%	100,330	202,783	152,515	48,496	56,068
250	Digital Learning & Media	55,428	60,811	(5,383)	-8.9%	178,580	65,765	41,542	32,116	29,428
260	Technology	55,576	106,107	(50,531)	-47.6%	189,332	121,267	150,634	123,387	100,730
270	Guidance & Social Workers	15,990	19,090	(3,100)	-16.2%	12,664	12,188	9,596	6,731	3,887
280	Evaluation/Therapy	958,368	860,412	97,956	11.4%	727,600	778,990	1,383,321	1,349,386	605,024
320	Health Services	18,350	18,350	-	0.0%	16,773	18,717	14,029	17,383	17,085
331	Transp. - Reg. Educ.	1,677,815	1,588,133	89,682	5.6%	1,409,105	1,305,782	1,210,594	1,174,515	1,089,057
332	Transp. - Special Educ.	1,932,741	1,869,283	63,458	3.4%	1,553,276	1,524,527	1,467,398	1,497,782	1,098,160
333	Transp. - Homeless	10,000	15,000	(5,000)	-33.3%	16,577	5,488	13,368	4,425	9,520
351	Athletics	117,516	114,380	3,136	2.7%	112,885	132,848	112,135	112,135	107,635
352	Student Activities	4,000	4,000	-	0.0%	1,317	-	-	-	-
411	Custodial	149,854	172,193	(22,339)	-13.0%	154,358	206,929	160,074	115,082	133,383
412	Building Operations	1,676,911	1,383,361	293,550	21.2%	1,310,913	1,370,733	1,482,468	1,775,051	1,544,653
521	Medicare/Benefits	878,165	822,564	55,601	6.8%	825,515	746,174	701,176	680,426	652,250
730	Equipment	-	-	-	-	101,242	381,549	-	-	-
900	Prog. Other Districts	4,345,436	3,583,279	762,157	21.3%	3,869,387	3,901,118	5,568,057	5,062,721	5,503,480
	Total	14,548,495	13,023,056	1,525,439	11.7%	12,709,886	13,275,942	14,378,586	13,458,813	12,346,527



FIXED & UNCLASSIFIED EXPENSES

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
TECHNICAL SCHOOLS						
TECHNICAL SCHOOLS						
013012 TECHNICAL SCHOOL EXPENSES						
5295 OTHER CHGS/SERVICES	<u>399,331</u>	<u>330,974</u>	<u>528,842</u>	<u>528,842</u>	<u>510,000</u>	<u>510,000</u>
TOTAL TECHNICAL SCHOOL EXPENSES	<u>399,331</u>	<u>330,974</u>	<u>528,842</u>	<u>528,842</u>	<u>510,000</u>	<u>510,000</u>
TOTAL TECHNICAL SCHOOLS	399,331	330,974	528,842	528,842	510,000	510,000

INCLUDES GREATER LAWRENCE TECHNICAL SCHOOL AND ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL

DEBT SERVICE FUND

Debt Service Fund Description

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
DEBT PRINCIPAL						
DEBT SERVICE						
017102 NON-EXEMPT DEBT SERVICE PRINCIPAL						
5741 SCHOOL LOANS	1,104,000	1,109,000	1,408,000	1,408,000	1,517,400	1,517,400
5742 WATER LOANS	827,185	749,629	971,570	971,570	1,165,263	1,165,263
5743 SEWER LOANS	1,829,700	1,925,500	1,920,500	1,920,500	1,913,300	1,913,300
5744 STREET LOANS	240,000	320,000	215,000	215,000	232,600	232,600
5745 MUNICIPAL BLDGS LOANS	317,900	688,900	803,900	803,900	955,200	955,200
5746 PUBLIC SAFETY LOANS	130,000	125,000	125,000	125,000	125,800	125,800
5747 LAND ACQ LOANS	415,000	415,000	450,000	450,000	441,850	441,850
5749 OTHER MUN PURPOSES	420,000	255,000	310,000	310,000	338,750	338,750
TOTAL NON-EXEMPT DEBT SERVICE PRINCIPAL	5,283,785	5,588,029	6,203,970	6,203,970	6,690,163	6,690,163
017112 EXEMPT DEBT SERVICE PRINCIPAL						
5741 SCHOOL LOANS	2,583,900	3,240,000	3,900,000	3,900,000	3,897,600	3,897,600
5746 PUBLIC SAFETY LOANS	603,100	591,600	586,600	586,600	577,100	577,100
TOTAL EXEMPT DEBT SERVICE PRINCIPAL	3,187,000	3,831,600	4,486,600	4,486,600	4,474,700	4,474,700
TOTAL DEBT PRINCIPAL	8,470,785	9,419,629	10,690,570	10,690,570	11,164,863	11,164,863
DEBT INTEREST						
DEBT SERVICE						
017502 NON-EXEMPT DEBT SERVICE INTEREST						
5732 INT ON BANS NON-EXEMPT	120,318	33,000	-	-	80,000	80,000
5732 BANS NON-EXEMPT WATER	-	-	35,000	35,000	35,000	35,000
5732 BANS NON-EXEMPT SEWER	-	-	-	-	-	-
5739 BOND ISSUE EXPENSE	40,345	9,599	62,000	62,000	105,000	105,000
5741 SCHOOL LOANS	520,305	544,293	739,005	739,005	752,895	752,895
5742 WATER LOANS	283,016	281,988	412,864	412,864	452,345	452,345
5743 SEWER LOANS	833,707	821,052	754,633	754,633	686,437	686,437
5744 STREET LOANS	61,939	105,457	93,628	93,628	90,077	90,077
5745 MUNICIPAL BLDGS LOANS	119,386	221,760	291,128	291,128	307,760	307,760
5746 PUBLIC SAFETY LOANS	26,463	22,632	18,727	18,727	14,675	14,675
5747 LAND ACQ LOANS	210,821	194,387	212,207	212,207	196,384	196,384
5749 OTHER MUN PURPOSES	73,663	64,125	84,882	84,882	88,724	88,724
TOTAL NON-EXEMPT DEBT SERVICE INTEREST	2,289,963	2,298,293	2,704,074	2,704,074	2,809,297	2,809,297
017512 EXEMPT DEBT SERVICE INTEREST						
5741 SCHOOL LOANS	494,127	910,509	1,429,009	1,429,009	1,318,707	1,318,707
5746 PUBLIC SAFETY LOANS	213,243	194,488	174,584	174,584	150,267	150,267
TOTAL EXEMPT DEBT SERVICE INTEREST	707,370	1,104,997	1,603,593	1,603,593	1,468,974	1,468,974
TOTAL DEBT INTEREST	2,997,333	3,403,290	4,307,667	4,307,667	4,278,271	4,278,271
DEBT SERVICE EXPENSES						
FROM CABLE FUND	-	(349,735)	(336,638)	(336,638)	(325,438)	(325,438)
TOTAL DEBT SERVICE EXPENSES	-	(349,735)	(336,638)	(336,638)	(325,438)	(325,438)
TOTAL DEBT SERVICE	11,468,118	12,822,919	14,998,238	14,998,238	15,443,134	15,443,134

TOWN OF ANDOVER
DAT - NON EXEMPT DEBT PROJECTIONS

NON-EXEMPT DEBT			AMOUNT	YRS	2015	2016	2017	2018	2019	2020	2021	TOTAL
TOTAL EXISTING DEBT					4,733,476	4,594,048	4,418,088	4,040,155	3,762,168	3,337,002	3,187,646	49,891,415
FY15 BORROW (EST AS OF 2/6/15)					-	440,980	430,015	419,049	408,084	397,118	319,153	4,574,680
TOTAL					4,733,476	5,035,028	4,848,103	4,459,204	4,170,252	3,734,120	3,506,799	54,466,095
CABLE TECHNOLOGY FUNDING					(336,638)	(325,437)	(316,338)	(208,637)	(196,438)	(194,250)	(189,000)	(1,948,738)
AUTHORIZED BORROW FY16 AND FY17 (Net of Cable Technology Funding)					-	-	-	-	-	-	-	-
LEDGE ROAD LANDFILL CLOSURE					-	-	42,500	84,125	211,575	438,365	635,705	10,488,690
TOTAL DEBT					4,396,838	4,709,591	4,574,265	4,334,692	4,185,389	3,978,235	3,953,504	63,006,047
PROPOSED CIP FY16												
SAFETY & SECURITY COMMUNICATIONS	IT-6	600,000	5	-	-	-	141,000	136,800	132,600	128,400	124,200	663,000
NEW SIDEWALK CONSTRUCTION	DPW-11	113,000	5	-	-	-	26,555	25,764	24,973	24,182	23,391	124,865
MINOR STORM DRAINAGE IMP	DPW-8	300,000	10	-	-	-	40,500	39,450	38,400	37,350	36,300	357,750
MAJOR SCHOOL PROJECTS	SCH-5	455,000	10	-	-	-	61,425	59,833	58,240	56,648	55,055	542,588
MAJOR TOWN PROJECTS	P&F-6	1,200,000	15	-	-	-	122,000	119,200	116,400	113,600	110,800	1,536,000
AHS LIBRARY/MEDIA CENTER RENOVATIONS	SCH-7	1,950,000	20	-	-	-	165,750	162,338	158,925	155,513	152,100	2,666,625
SCHOOL SITE IMPROVEMENTS (FY16)	SCH-6	319,000	20	-	-	-	27,115	26,557	25,999	25,440	24,882	436,233
SCHOOL SITE IMPROVEMENTS (FY17)-\$3,200,000	SCH-6	-	20	-	-	-	-	272,000	266,400	260,800	255,200	4,376,000
		4,937,000		-	-	-	584,345	841,941	821,937	801,932	781,928	10,703,060
	FY17	4,152,363	20	-	-	-	-	352,951	345,684	338,418	331,151	5,678,356
	FY18	4,276,933	20	-	-	-	-	-	363,539	356,055	348,570	5,848,707
	FY19	4,405,241	20	-	-	-	-	-	-	374,446	366,736	6,024,168
	FY20	4,537,399	20	-	-	-	-	-	-	-	385,679	6,204,893
	FY21	4,673,521	20	-	-	-	-	-	-	-	-	6,391,040
	FY22	4,813,726	20	-	-	-	-	-	-	-	-	6,582,771
	FY23	4,958,138	20	-	-	-	-	-	-	-	-	6,780,254
	FY24	5,106,882	20	-	-	-	-	-	-	-	-	6,983,661
FUTURE CIP DEBT (\$3.8M AVG) INC 3% PER YEAR					-	-	-	352,951	709,224	1,068,918	1,432,136	43,510,187
TOTAL DEBT INCLUDING FY16 CIP AND FUTURE CIP DEBT					4,396,838	4,709,591	5,158,610	5,529,584	5,716,549	5,849,085	6,167,568	117,219,294
					FY15 Budget Actual		FY16 TM Rec Budget					
General Fund Budget (3% yrly inc)					148,502,273	155,410,773	160,073,096	164,875,289	169,821,548	174,916,194	180,163,680	
Non-Exempt Debt as a % of General Fund Budget					2.96%	3.03%	3.22%	3.35%	3.37%	3.34%	3.42%	

TOWN OF ANDOVER
DAT - EXEMPT DEBT PROJECTIONS

Actual Debt through 6/30/14

<u>EXEMPT DEBT</u>	<u>AMOUNT</u>	<u>YRS</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Balance</u>	<u>TOTAL YRS</u>
<u>EXISTING</u>			6,090,194	5,871,254	4,754,401	3,963,304	3,830,299	3,711,701	3,457,339	-	56,289,901
LESS PREMIUM			(100,432)	(94,055)	(88,874)	(84,490)	(78,114)	(76,121)	(71,338)	-	(979,405)
LESS SBAB			(1,551,446)	(1,551,446)	(1,142,103)	-	-	-	-	-	(4,244,995)
TOTAL			4,438,316	4,225,753	3,523,424	3,878,814	3,752,185	3,635,580	3,386,001	-	51,065,501
TAX RATE IMPACT			\$ 312.78	\$ 297.80	\$ 248.31	\$ 273.35	\$ 264.43	\$ 256.21	\$ 238.62	\$ -	\$ 3,598.78
<u>APPROVED (FY15 ESTIMATE)</u>											
BANCROFT SCHOOL	\$ 852,000	20	-	72,420	70,929	69,438	67,947	66,456	64,965	-	1,165,110
TOTAL			-	72,420	70,929	69,438	67,947	66,456	64,965	-	1,165,110
TAX RATE IMPACT	\$ 852,000		\$ -	\$ 5.10	\$ 5.00	\$ 4.89	\$ 4.79	\$ 4.68	\$ 4.58	\$ -	\$ 82.11
TOTAL DEBT SERVICE			\$ 4,438,316	\$ 4,298,173	\$ 3,594,353	\$ 3,948,252	\$ 3,820,132	\$ 3,702,036	\$ 3,450,966	\$ -	\$ 52,230,611
TOTAL TAX RATE IMPACT			\$ 312.78	\$ 302.91	\$ 253.31	\$ 278.25	\$ 269.22	\$ 260.90	\$ 243.20	\$ -	\$ 3,680.89

**TOWN OF ANDOVER
WATER DEBT ANALYSIS**

2/4/2015 Per DPW Request

<u>YEAR</u>	<u>ART</u>	<u>AMOUNT</u>	<u>YEARS</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL ALL YRS</u>
EXISTING											
	WATER			1,384,434	1,347,608	1,314,947	1,288,011	1,233,798	1,200,854	1,174,450	15,879,565
ESTIMATED FY15 BORROW											
2013	46 HYDRANT REPLACEMENT #2	500,000	10	-	67,500	65,750	64,000	62,250	60,500	58,750	596,250
2014	22 HYDRANT REPLACEMENT #3	500,000	10	-	67,500	65,750	64,000	62,250	60,500	58,750	596,250
2013	42 WATER DISTRIBUTION MAINTENANCE	500,000	10	-	67,500	65,750	64,000	62,250	60,500	58,750	596,250
2012	43 WATER DISTRIBUTION MAINTENANCE	500,000	10	-	67,500	65,750	64,000	62,250	60,500	58,750	596,250
	TOTAL ESTIMATED BORROW FY15	2,000,000		-	270,000	263,000	256,000	249,000	242,000	235,000	2,385,000
	TOTAL DEBT			1,384,434	1,617,608	1,577,947	1,544,011	1,482,798	1,442,854	1,409,450	18,264,565
AUTH BORROW FY15 AND AFTER											
2012	36 WTP FILTER BACKWASH DISCHARGE	300,000	10	-	-	-	-	-	-	37,500	341,250
				1,384,434	1,617,608	1,577,947	1,544,011	1,482,798	1,442,854	1,446,950	18,605,815
REPURPOSED											
2011	44 Variable Speed Pump (Variable Frequency Drive)	340,000									
		340,000									
PROPOSED CIP FY16											
	MAJOR WATER MAIN REPLACEMENT #3	1,700,000	20	-	-	144,500	141,525	138,550	135,575	132,600	2,324,750
	TOTAL PROPOSED	1,700,000		-	-	144,500	141,525	138,550	135,575	132,600	2,324,750
				1,384,434	1,617,608	1,722,447	1,685,536	1,621,348	1,578,429	1,579,550	20,930,565

**TOWN OF ANDOVER
SEWER DEBT ANALYSIS**

2/4/2015

<u>YEAR</u>	<u>ART</u>	<u>AMOUNT</u>	<u>YEARS</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>TOTAL ALL YRS</u>
EXISTING											
	SEWER			2,675,133	2,599,737	2,496,772	2,406,473	2,349,276	2,306,726	2,222,220	25,862,594
ACTUAL FY15 BORROW											
	TOTAL ACTUAL BORROW FY14	-		-	-	-	-	-	-	-	-
	Total			2,675,133	2,599,737	2,496,772	2,406,473	2,349,276	2,306,726	2,222,220	25,862,594
HOLD (No current plans to borrow)											
2007	64 Shawsheen Pump Station	350,000									
2008	33 Shawsheen River Outfall	<u>2,200,000</u>									
		2,550,000									
	Grand Total			2,675,133	2,599,737	2,496,772	2,406,473	2,349,276	2,306,726	2,222,220	25,862,594
	% of Sewer Budget			49.23%	47.62%	44.62%	41.96%	39.96%	38.28%	35.98%	
	Sewer Budget			5,434,012	5,458,921	5,595,394	5,735,279	5,878,661	6,025,627	6,176,268	

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF BONDS AUTHORIZED AND UNISSUED
ACTIVITY FOR FY2014

ARTICLE	PROJECT NAME	TOTAL AUTHORIZATION	AUTHORIZATION JULY 1, 2013	NEW AUTHORIZATION	BONDING	RESCIND	AUTHORIZATION JUNE 30, 2014
SEWER ENTERPRISE							
ART 64 2007	SHAWSHEEN PUMPING STATION	750,000.00	350,000.00				350,000.00
ART 33 2006	SHAWSHEEN RIVER OUTFALL SEWER	4,000,000.00	2,200,000.00				2,200,000.00
ART 37 2012	SEWER INFRASTRUCTURE MAINT VEHICLE		0.00				0.00
		4,750,000.00	2,550,000.00	0.00	0.00	0.00	2,550,000.00
WATER ENTERPRISE							
ART 33 2010	WATER TREAT PLANT GAC REPLACE	1,000,000.00	300,000.00		110,000.00	190,000.00	0.00
ART 42 2011	WATER DISTRIBUTION IMPROVEMENTS	500,000.00	500,000.00		500,000.00		0.00
ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)	499,099.95	340,000.00				340,000.00
ART 35 2012	MAJOR WATER MAIN REPLACEMENT	1,439,000.00	1,439,000.00		1,439,000.00		0.00
ART 36 2012	WATER PLANT BACKWASH TANK	300,000.00	300,000.00				300,000.00
ART 43 2012	WATER DISTRIBUTION MAINTENANCE	500,000.00	500,000.00				500,000.00
ART 41 2013	MAJOR WATER MAIN REPLACEMENT	1,000,000.00	1,000,000.00		1,000,000.00		0.00
ART 42 2013	WATER DISTRIBUTION MAINTENANCE	500,000.00	500,000.00				500,000.00
ART 46 2013	FIRE HYDRANT INFRASTRUCTURE	1,000,000.00	1,000,000.00		500,000.00		500,000.00
ART 22 2014	FIRE HYDRANT INFRASTRUCTURE			500,000.00			500,000.00
		1,999,099.95	5,879,000.00	500,000.00	3,549,000.00	190,000.00	2,640,000.00
TOTAL ENTERPRISE FUNDS		6,749,099.95	8,429,000.00	500,000.00	3,549,000.00	190,000.00	5,190,000.00
GENERAL GOVERNMENT							
ART 44 1999	LANDFILL CLOSURE	2,200,000.00	900,000.00		200,000.00		700,000.00
ART 31 2008	LANDFILL CLOSURE	7,370,000.00	7,370,000.00				7,370,000.00
	(Note: \$500,000 ST thru MWPAT not shown here)	9,570,000.00	8,270,000.00	0.00	200,000.00	0.00	8,070,000.00
SCHOOL							
ART 59 2009	BANCROFT FEASIBILITY STUDY *	525,000.00	363,000.00				363,000.00
ART 3A 2010	BANCROFT SCHOOL PROJECT *	43,835,000.00	29,835,000.00		13,055,000.00	1,083,248.55	15,696,751.45
ART 3A 2010	BANCROFT SCHOOL PROJECT #2 *	5,715,000.00	5,715,000.00		3,362,000.00	203,198.03	2,149,801.97
ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR **	1,450,907.00	595,000.00				595,000.00
ART 18 2013	DOHERTY SITE IMPROVEMENTS	2,500,000.00	2,500,000.00		2,400,000.00		100,000.00
ART 36 2013	SCHOOL BUILDING MAINTANCE & IMPROVE	900,000.00	900,000.00		900,000.00		0.00
ART 38 2013	WEST MIDDLE SCHOOL HEATING	1,250,000.00	1,250,000.00		1,250,000.00		0.00
ART 52 2014	SCHOOL BUILDING MAINTANCE & IMPROVE			1,500,000.00			1,500,000.00
		56,175,907.00	41,158,000.00	1,500,000.00	20,967,000.00	1,286,446.58	20,404,553.42
ROAD AND DRAINAGE							
ART 20 2014	HOLT RD SIDEWALK CONSTRUCTION	138,000.00		138,000.00			138,000.00
			0.00				0.00
		138,000.00	0.00	138,000.00	0.00	0.00	138,000.00
CONSERVATION AND LAND ACQUISITION							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	2,000,000.00	800,000.00				800,000.00
ART 23 2002	CONSERVATION FUND	1,500,000.00	400,000.00				400,000.00
ART 33 2013	LAND ACQUISITION 138 CHANDLER	775,000.00	775,000.00		775,000.00		0.00
ART 54 2013	REICHOLD PARCEL	550,000.00	550,000.00			550,000.00	0.00
		2,825,000.00	2,525,000.00	0.00	775,000.00	550,000.00	1,200,000.00
TECHNOLOGY							
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	2,500,000.00	500,000.00				500,000.00
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000.00		200,000.00			200,000.00
		2,700,000.00	500,000.00	200,000.00	0.00	0.00	700,000.00
TOWN BUILDINGS							
STM 2A, 2011	YOUTH CENTER	2,000,000.00	2,000,000.00		2,000,000.00		0.00
ART 28 2013	TOWN BUILDING AND FACILITY MAINTENANCE	300,000.00	300,000.00		300,000.00		0.00
ART 39 2014	TOWN AND SCHOOL ENERGY INITIATIVES	236,000.00		236,000.00			236,000.00
ART 41 2014	TOWN PLAYGROUND REPLACEMENTS	150,000.00		150,000.00			150,000.00
ART 43 2014	TOWN BUILDING AND FACILITY MAINTENANCE	467,000.00		467,000.00			467,000.00
		3,153,000.00	2,300,000.00	853,000.00	2,300,000.00	0.00	853,000.00
MISCELLANEOUS							
ART 45 2014	DPW VEHICLES	260,000.00	0.00	260,000.00			260,000.00
			0.00				0.00
		260,000.00	0.00	260,000.00	0.00	0.00	260,000.00
TOTAL GENERAL GOVERNMENT		74,821,907.00	54,753,000.00	2,951,000.00	24,242,000.00	1,836,446.58	31,625,553.42
GRAND TOTAL		81,571,006.95	63,182,000.00	3,451,000.00	27,791,000.00	2,026,446.58	36,815,553.42

GENERAL INSURANCE

Insurance Description

The General Insurance budget provides for the Property, Casualty and Workers' Compensation insurance coverage needs of the Town of Andover, including the Andover Public Schools. The Insurance Coordinator within the Finance Department handles all automobile, property and liability claims that impact town departments and employees. The Insurance Coordinator is responsible for submitting third party claims to insurance companies in order to recoup the cost of damages to the town's property whenever there is sufficient information available to do so.

TOWN OF ANDOVER FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
GENERAL INSURANCE INSURANCE						
019452 GENERAL INSURANCE						
5202 COMPREHENSIVE INS	408,113	360,153	387,086	387,086	396,763	396,763
5711 WORKER'S COMP	309,500	417,720	327,600	327,600	335,790	335,790
TOTAL GENERAL INSURANCE	717,613	777,873	714,686	714,686	732,553	732,553
TOTAL GENERAL INSURANCE	717,613	777,873	714,686	714,686	732,553	732,553

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Employment Security. Payments are made to Department of Employment Security based upon actual claims costs.

	<u>Beginning Balance</u>	<u>Appropriations</u>	<u>Earnings</u>	<u>Expenditures</u>	<u>Closing Balance</u>
Fiscal 2014	\$15,112	\$200,000	\$148	\$155,814	\$59,446
Fiscal 2013	\$ 42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$ 89,596	\$204,619	\$322	\$134,130	\$160,407
Fiscal 2010	\$225,077	\$150,000	\$929	\$286,410	\$89,596
Fiscal 2009	\$192,373	\$100,000	\$4,870	\$72,166	\$225,077

TOWN OF ANDOVER FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	<u>FY2013 ACTUAL</u>	<u>FY2014 ACTUAL</u>	<u>FY2015 BUDGET</u>	<u>FY2015 ESTIMATE</u>	<u>FY2016 DEPT REQ</u>	<u>FY2016 TOWN MGR</u>
UNEMPLOYMENT COMPENSATION						
UNEMPLOYMENT						
019132 UNEMPLOYMENT COMPENSATION						
5712 UNEMPLOYMENT COMP	<u>121,000</u>	<u>275,000</u>	<u>320,000</u>	<u>320,000</u>	<u>158,000</u>	<u>158,000</u>
TOTAL UNEMPLOYMENT COMPENSATION	<u>121,000</u>	<u>275,000</u>	<u>320,000</u>	<u>320,000</u>	<u>158,000</u>	<u>158,000</u>
 TOTAL UNEMPLOYMENT COMP	 121,000	 275,000	 320,000	 320,000	 158,000	 158,000

RETIREMENT FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule.

A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Board of Selectmen, and a member appointed by the other four Board members.

The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established. The latest approved funding schedule is shown below. This actuarial valuation schedule is as of 1/1/14. It will be updated next as of 1/1/16. This funding schedule fully amortizes the unfunded actuarial liabilities by 2032.

**Funding Schedule – Appropriation Increases 8% Per Year, Plus Additional \$1,000,000 Payment in Fiscal 2016
– Fully Funded in 2032**

(1) Fiscal Year Ended June 30	(2) Employer Normal Cost	(3) Amortization of Remaining Liability	(4) Total Plan Cost: (2) + (3)	(5) Total UAL	(6) Total Plan Cost: % Increase
2015	\$1,673,938	\$4,814,745	\$6,488,683	\$114,781,990	--
2016	1,748,628	6,259,150	8,007,778	116,636,688	23.41%
2017	1,826,627	6,821,773	8,648,400	117,976,337	8.00%
2018	1,908,081	7,432,191	9,340,272	117,364,927	8.00%
2019	1,993,142	8,094,352	10,087,494	117,211,564	8.00%
2020	2,081,968	8,812,525	10,894,493	117,831,348	8.00%
2021	2,174,725	9,591,328	11,766,053	117,738,444	8.00%
2022	2,271,587	10,435,750	12,707,337	116,813,036	8.00%
2023	2,372,733	11,351,191	13,723,924	114,920,692	8.00%
2024	2,478,353	12,343,485	14,821,838	111,910,794	8.00%
2025	2,588,642	13,418,943	16,007,585	107,614,818	8.00%
2026	2,703,807	14,584,385	17,288,192	101,844,441	8.00%
2027	2,824,061	15,847,186	18,671,247	94,389,453	8.00%
2028	2,949,628	17,215,319	20,164,947	85,015,476	8.00%
2029	3,080,742	18,697,401	21,778,143	73,461,447	8.00%
2030	3,217,646	20,302,748	23,520,394	59,436,861	8.00%
2031	3,360,594	22,041,432	25,402,026	42,618,743	8.00%
2032	3,509,852	22,458,589	25,968,441	22,319,324	2.23%
2033	3,665,697	--	3,665,697	--	-85.88%

TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
RETIREMENT						
RETIREMENT						
019112 RETIREMENT EXPENSES						
5721 PENSION CONTRIBUTORY	5,317,870	5,746,224	6,412,116	6,412,116	7,946,015	7,946,015
5724 PENSION-TEACHERS ERI	-	-	-	-	-	-
TOTAL RETIREMENT EXPENSES	<u>5,317,870</u>	<u>5,746,224</u>	<u>6,412,116</u>	<u>6,412,116</u>	<u>7,946,015</u>	<u>7,946,015</u>
 TOTAL RETIREMENT	 5,317,870	 5,746,224	 6,412,116	 6,412,116	 7,946,015	 7,946,015

HEALTH INSURANCE

Health Insurance Fund

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums. This budget covers health insurance costs for all town and school employees. It also covers the health insurance for all town and school retirees. Prior to FY15 the retired school teachers were covered by the Massachusetts Group Insurance Commission (GIC) system, which charged the costs back to the Town through a Cherry Sheet assessment. On March 17, 2014 the Board of Selectmen voted for the Town to take back responsibility for providing health insurance benefits to the retired teachers effective September 1, 2015. This action saved \$350,744 for FY15, and is projected to save \$13 million on the Town's long-term OPEB liability.

On January 9, 2012 the Board of Selectmen accepted the new Municipal Health Insurance Reform Act (Chapter 69 of the Acts of 2011). This act allowed the Town to adjust its health insurance plan design to match a benchmark plan within the GIC (i.e., Tufts Navigator), and impact bargain with representatives of all of the Town's 15 municipal and school unions at once in an accelerated and limited timeframe. The Town's health insurance management team negotiated and reached an agreement with the Public Employee Committee (PEC) in April 2012, and the parties entered into a three-year agreement. This agreement saved the Town approximately \$1 million in increased premium avoidance costs on its MIIA BC/BS health plans in FY13, with the plan rates being reduced by -6%. The new plan design, which included higher deductibles and co-pays, offset by a modest reimbursement arrangement, aided by good claims history, afforded the Town and subscribers a plan rate hold for FY14 (i.e. 0% increase), saving another \$1 million+ in premium avoidance costs. An additional \$1 million in premium cost avoidance was leveraged for FY15 by issuing a RFP that caused the incumbent carrier MIIA BC/BS to reduce its renewal rate from an initial +9.8% to just +2%. The budgetary increases in the health insurance appropriations during this period were largely due to 84 new FTEs being added to the school budget.

The Town Manager's preliminary recommended FY16 appropriation for employee and retiree health insurance is \$17,500,000. This budget recommendation is based on an estimated increase in MIIA BC/BS plan renewal rates effective July 1, 2015. The Town anticipates receiving the actual renewal rate proposal prior to the 2015 Annual Town Meeting, which may warrant an adjustment in the recommended appropriation.

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2016 – TM Rec.	17,500,000	*	17,500,000
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379
FY2011	13,362,241	2,316,876	15,679,117
FY2010	12,440,000	2,496,933	14,936,933
FY2009	11,097,000	2,278,091	13,375,091
FY2008	10,850,000	2,307,609	13,157,609
FY2007	9,606,000	2,041,987	11,647,987
FY2006	9,347,000	1,575,902	10,922,902

** The Town re-assumed its Retired Municipal Teachers Health Insurance from the Massachusetts Group Insurance Commission (GIC) effective 9/1/14. This action saved \$350,744 for FY15, and is actuarially projected to save \$13 Million on the Town's long-term OPEB liability.*

2/4/15 FY2016 HEALTH INSURANCE PROJECTED BUDGET SUMMARY 9% INC/ RMT 9/1/14 HOLD 2 MTHS

INSURANCE PLAN	PLAN TYPE	SUBSCRIBERS 1/1/2015	FY15 MONTHLY PREMIUM	FY15 ANNUAL PREMIUM	TOWN SHARE	ANNUAL TOWN COST PER EMPLOYEE	EMPLOYEE SHARE	ANNUAL EMPLOYEE COST	ANNUAL TOWN COST
Active Subscribers									
<u>Indemnity Plan</u>									
BC Elect PPO	Ind	7	\$ 847.02	\$ 10,164.21	65.0%	\$ 6,606.73	35.0%	\$ 3,557.47	\$ 46,247
	Fam	10	\$ 2,269.99	\$ 27,239.88	65.0%	\$ 17,705.93	35.0%	\$ 9,533.96	\$ 177,059
<u>Managed Care Plans</u>									
HMO Blue NE	Ind	309	\$ 674.21	\$ 8,090.50	81.1%	\$ 6,561.40	18.9%	\$ 1,529.11	\$ 2,027,472
	Fam	653	\$ 1,817.52	\$ 21,810.25	76.9%	\$ 16,772.08	23.1%	\$ 5,038.17	\$ 10,952,168
Total Active Subscribers		979							\$ 13,202,946
Town Retirees									
<u>Indemnity Plan</u>									
BC Elect PPO	Ind	2	\$ 847.02	\$ 10,164.21	65.0%	\$ 6,606.73	35.0%	\$ 3,557.47	\$ 13,213
	Fam	2	\$ 2,269.99	\$ 27,239.88	65.0%	\$ 17,705.93	35.0%	\$ 9,533.96	\$ 35,412
<u>Managed Care Plans</u>									
HMO Blue NE	Ind	54	\$ 674.21	\$ 8,090.50	81.1%	\$ 6,561.40	18.9%	\$ 1,529.11	\$ 354,315
	Fam	25	\$ 1,817.52	\$ 21,810.25	76.9%	\$ 16,772.08	23.1%	\$ 5,038.17	\$ 419,302
<u>Medicare Supplement and Retiree Plans</u>									
Medex 2 (Effective 1/1/14)	Ind	191	\$ 311.18	\$ 1,867.08	65.0%	\$ 1,213.60	35.0%	\$ 653.48	\$ 231,798
Managed Blue for Seniors (Effective 1/1/14)	Ind	204	\$ 279.87	\$ 1,679.22	86.3%	\$ 1,449.17	13.7%	\$ 230.05	\$ 295,630
Medex 2 (Effective 1/1/15) Est Inc 5%	Ind	191	\$ 326.74	\$ 1,960.43	65.0%	\$ 1,274.28	35.0%	\$ 686.15	\$ 243,388
Managed Blue for Seniors (Effective 1/1/15) (Est Inc 5%)	Ind	204	\$ 293.86	\$ 1,763.18	86.3%	\$ 1,521.63	13.7%	\$ 241.56	\$ 310,412
Total Town Retirees		478							\$ 1,903,470
Retired Municipal Teachers									
<u>Non-Medicare Retirees</u>									
Total Non-Medicare RMT		109							\$ 1,033,173
<u>Medicare Retirees</u>									
Total Medicare RMT		315							\$ 837,379
Total Retired Municipal Teachers		424							\$ 1,870,552
Total Subscribers		1,881							
ENROLLMENT DISTRIBUTION 1/1/15									
PLAN TYPE		TOWN	SCHOOL	RETIREE	TOTAL				
BC Elect PPO	Ind	-	7	-	7				
	Fam	3	6	-	9				
HMO Blue NE	Ind	98	211	-	309				
	Fam	202	451	-	653				
BC Elect PPO Retirees	Ind	-	-	35	35				
	Fam	-	-	9	9				
HMO Blue Retirees	Ind	-	-	101	101				
	Fam	-	-	47	47				
Medex 2	Ind	-	-	424	424				
Managed Blue for Seniors	Ind	-	-	287	287				
Grand Total		303	675	903	1,881				
						Total Town Premiums			
						FY16 Est 15 New FTE's @ \$16,772 (HMO Blue Family),			
						\$			
						FY16 Est 6 New FTE's @ \$6,561 (HMO Blue Ind)			
						\$			
						FY16 Est 25 New Retirees @ \$1,522 (MBS)			
						\$			
						FY16 Est 10 New Retirees @ \$1,274 (Medex)			
						\$			
						FY16 Est 7 Opt Out Return @ \$16,772 (HMO Blue Fam,			
						\$			
						FY16 Est 4 Opt Out Return @ \$6,561 (HMO Blue Ind,			
						\$			
						Estimated FY16 Premiums			
						\$			
						Less: Est Town User Fee Supported			
						\$			
						School User Fee Supported			
						\$			
						Add: Mitigation			
						\$			
						RMT Contingency			
						\$			
						School Personne			
						\$			
						Medicare Penalty			
						\$			
						Opt-Out (6 Fam, 1 Ind) - 1/2 Year			
						\$			
						New Opt-Out - Estimate			
						\$			
						Professional Services (EBS Foran/Other,			
						\$			
						FSA (Sentinal Benefits,			
						\$			
						Admin Cost (HRA UltraBenefits,			
						\$			
						FY16 Projected			
						\$			
						FY16 Town Manager Recommend			
						\$			

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
HEALTH INSURANCE						
HEALTH INSURANCE						
019142 HEALTH INSURANCE EXPENSES						
5206 HEALTH INSURANCE	<u>13,790,500</u>	<u>14,000,000</u>	<u>15,670,957</u>	<u>15,670,957</u>	<u>17,500,000</u>	<u>17,500,000</u>
TOTAL HEALTH INSURANCE EXPENSES	<u>13,790,500</u>	<u>14,000,000</u>	<u>15,670,957</u>	<u>15,670,957</u>	<u>17,500,000</u>	<u>17,500,000</u>
 TOTAL HEALTH INSURANCE	 13,790,500	 14,000,000	 15,670,957	 15,670,957	 17,500,000	 17,500,000

OPEB

Other Post Employment Benefits (OPEB)

The term Other Post Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily means health insurance, but also includes benefits such as dental, vision, life, long-term disability and long-term care benefits, if and when offered. The Government Accounting Standards Board (GASB) issued Statement 43 “Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” and Statement 45 “Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pensions” in 2004. These actions mandated that all U.S. governmental entities publicly disclose their OPEB costs and liabilities starting in 2008, with the states and the largest municipalities phased in first, followed by smaller units of government.

The Town of Andover conducted its first actuarial OPEB analysis in 2009, and identified \$245 million in projected Actuarial Accrued Liabilities (AAL) through the year 2040. This was a fairly typical amount for a municipality of Andover’s size and number of employees. The Town conducted its second analysis in 2011, which resulted in \$215 million of projected Actuarial Accrued Liabilities over 30 years. The Town conducted its third analysis in 2013, which resulted in \$137 million of projected Actuarial Accrued Liabilities over 30 years. The Town’s Annual Required Contribution (ARC) was calculated at \$11.4 million per year. The ARC reflects the projected \$137 million total liability, amortized at 5.75% over 30 years. \$7.3 million of the ARC is attributed to School retirees; \$3.8 million to Town retirees; and \$269k to Water & Sewer Enterprise retirees (see the next page for a full breakdown) All of the Town’s actuarial valuations, and other OPEB reports can be viewed on the Town website at andoverma.gov/finreports

The Town of Andover has been working to manage its OPEB liabilities since 2010, when the Annual Town Meeting was asked to accept the provisions of Chapter 479 of the Acts of 2008 which allows municipalities to establish a special trust fund to hold funds towards the purpose of reducing their unfunded OPEB liability. Since that time the Town has been actively addressing its OPEB liability on two fronts though a combination of pre-funding and cost containment. This two-pronged approach has proven effective in reducing the Town’s long-term OPEB liability. The sum of the Town’s OPEB related actions taken between 2009 and 2013 reduced its AAL by \$108 million. It is anticipated that the AAL will be further reduced as a result of actions taken between 2013 and 2015 when the next analysis is completed. As an example, one such proactive action was taking back the Retired Municipal Teachers Health Insurance from the more costly Massachusetts Group Insurance Commission (GIC), which is projected to further reduce the AAL by \$13 million.

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. This past year the 2014 Annual Town Meeting appropriated a total of \$1,669,039 into the OPEB Trust Fund for FY15 from the following sources: \$1 Million - Free Cash; \$400,000 – Gen. Fund (Art. 4); \$231,704 – Water Reserves; and \$37,335 – Sewer Reserves. The balance in the OPEB Trust Fund as of 6/30/14 was \$3,378,017 including interest.

For FY2016, the Town Manager is recommending at total appropriation of \$1,790,000 from the following sources: \$1 Million - Free Cash; \$500,000 – Gen. Fund (Art. 4); \$250,000 – Water Reserves; and \$40,000 – Sewer Reserves.

Valuation Results

DEPARTMENT RESULTS

Actuarial Accrued Liability (AAL) and Annual Required Contribution – Partially Funded (5.75%)

	Town	School	Sewer	Water	Total
Actuarial Accrued Liability by Participant Category					
1. Current retirees, beneficiaries and dependents	\$21,554,615	\$50,826,188	\$197,293	\$901,443	\$73,479,539
2. Current active members	<u>26,396,333</u>	<u>43,467,686</u>	<u>362,156</u>	<u>2,209,624</u>	<u>72,435,799</u>
3. Total actuarial accrued liability as of June 30, 2013: (1) + (2)	\$47,950,948	\$94,293,874	\$559,449	\$3,111,067	\$145,915,338
4. Actuarial value of assets as of June 30, 2013	<u>294,284</u>	<u>571,257</u>	<u>119,390</u>	<u>116,737</u>	<u>1,101,668</u>
5. Unfunded actuarial accrued liability (UAAL) as of June 30, 2013: (3) – (4)	\$47,656,664	\$93,722,617	\$440,059	\$2,994,330	\$144,813,670
6. Total actuarial accrued liability as of June 30, 2012	45,141,843	89,281,910	539,200	2,908,612	137,871,565
7. Actuarial value of assets as of June 30, 2012	<u>166,795</u>	<u>323,778</u>	<u>109,049</u>	<u>106,626</u>	<u>706,248</u>
8. Unfunded actuarial accrued liability (UAAL) as of June 30, 2012: (6) – (7)	\$44,975,048	\$88,958,132	\$430,151	\$2,801,986	\$137,165,317
Annual Required Contribution for Fiscal Year Ending June 30, 2013					
9. Normal cost as of July 1, 2013	\$1,836,882	\$3,453,177	\$18,532	\$108,981	\$5,417,572
10. Normal cost as of July 1, 2012	1,749,411	3,288,740	17,650	103,791	5,159,592
11. Adjustment for timing	<u>49,593</u>	<u>93,230</u>	<u>500</u>	<u>2,942</u>	<u>146,265</u>
12. Normal cost adjusted for timing: (10) + (11)	\$1,799,004	\$3,381,970	\$18,150	\$106,733	\$5,305,857
13. 30-year amortization (increasing 3.75% per year) of the UAAL as of June 30, 2012	1,950,625	3,858,226	18,656	121,526	5,949,033
14. Adjustment for timing	<u>55,297</u>	<u>109,374</u>	<u>529</u>	<u>3,445</u>	<u>168,645</u>
15. Amortization payment adjusted for timing: (13) + (14)	\$2,005,922	\$3,967,600	\$19,185	\$124,971	\$6,117,678
16. Total Annual Required Contribution (ARC): (12) + (15)	3,804,926	7,349,570	37,335	231,704	11,423,535
17. Projected benefit payments	1,591,439	3,500,360	28,609	72,494	5,192,902

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

			FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
OPEB								
OPEB								
019152 OPEB								
	5950	FIXED COSTS	<u>300,000</u>	<u>325,000</u>	<u>400,000</u>	<u>400,000</u>	<u>500,000</u>	<u>500,000</u>
TOTAL OPEB			<u>300,000</u>	<u>325,000</u>	<u>400,000</u>	<u>400,000</u>	<u>500,000</u>	<u>500,000</u>
		TOTAL OPEB	300,000	325,000	400,000	400,000	500,000	500,000

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

			FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
COMPENSATION FUND								
COMPENSATION FUND								
011301 COMPENSATION FUND SALARIES								
	5199	COMPENSATION PLAN	<u>-</u>	<u>-</u>	<u>550,000</u>	<u>550,000</u>	<u>950,000</u>	<u>950,000</u>
TOTAL COMPENSATION FUND SALARIES			<u>-</u>	<u>-</u>	<u>550,000</u>	<u>550,000</u>	<u>950,000</u>	<u>950,000</u>
		TOTAL COMPENSATION FUND	-	-	550,000	550,000	950,000	950,000

**TOWN OF ANDOVER
FY2016 TOWN MANAGER'S RECOMMENDED BUDGET**

			FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2015 ESTIMATE	FY2016 DEPT REQ	FY2016 TOWN MGR
RESERVE FUND								
011322 RESERVE FUND EXPENSES								
	5700	UNCLASSIFIED EXP	<u>-</u>	<u>-</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
TOTAL RESERVE FUND EXPENSES			<u>-</u>	<u>-</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
		TOTAL RESERVE FUND	-	-	200,000	200,000	200,000	200,000



REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS			2/6/15	
REVENUES	FY2014	FY2015	FY2016	
	RECAP	RECAP	PROJECTION	FY16 ASSUMPTIONS
<u>PROPERTY TAXES</u>				
Prior year Tax Levy Limit	110,260,239	114,580,485	119,797,140	Beginning tax levy limit based on full levy FY15
Annual Increase	2,756,506	2,864,512	2,994,929	Additional 2.5% allowed by law
Certified New Growth	1,563,740	2,352,143	1,800,000	New growth estimate based on actual 3-yr. avg.
Unused Tax Levy Capacity	(352,636)	(2,001,786)	(1,100,000)	
TOTAL	114,227,849	117,795,354	123,492,069	
<u>ADDITIONAL PROP 2 1/2 PROPERTY TAXES</u>				
Debt Service Exclusion (Existing)	4,942,752	6,090,194	5,871,254	Existing bonded projects
Debt Service Exclusion estimate (To be borrowed)	-	-	72,420	Remaining Bancroft - Estimate
Less Premium Adjustment	(112,813)	(100,432)	(94,055)	Per Town Acct calculation
Less State Reimbursement	(1,551,356)	(1,551,356)	(1,551,356)	Per SBAB Schedule
TOTAL	3,278,583	4,438,406	4,298,263	
<u>STATE AID</u>				
Chapter 70 Education Aid	8,465,632	9,042,864	9,314,150	3% Increase
Charter Tuition/Capital Assessment Reimbursement	12,667	21,637	19,752	
School Construction Reimb SBAB	1,551,356	1,551,356	1,551,356	MSBA Actual Reimbursement
Reserve for Direct Expenditures (C/S Offsets)	69,728	77,836	70,616	
Veterans Benefits	86,459	81,374	83,815	
Vet, Blind, Surv Spouse Exempt	44,385	42,050	42,050	
State Owned land	200,144	210,663	216,983	
General Municipal Aid	1,547,083	1,589,987	1,629,737	2.5% Increase
TOTAL	11,977,454	12,617,767	12,928,459	
<u>GENERAL LOCAL REVENUES</u>				
Motor Vehicle Excise	4,500,000	4,750,000	4,845,000	
Licenses/Permits	1,675,000	1,694,000	1,700,000	5 Year Avg - \$1.7M
Penalties/Interest	400,000	400,000	400,000	
Fines	420,000	372,000	372,000	
General Government	290,000	230,000	230,000	
Fees	100,000	50,000	50,000	
Investment Income	35,000	50,000	50,000	
Meals Tax	527,500	500,000	510,000	
Hotel/Motel Excise	1,407,000	1,530,000	1,545,300	
Medicaid Reimbursement	257,000	265,000	265,000	
Library	13,000	11,000	11,000	
Miscellaneous/In Lieu of Tax	169,175	175,000	176,750	PA and AHA contributions
TOTAL	9,793,675	10,027,000	10,155,050	
<u>OFFSET LOCAL REVENUES</u>				
Community Services	543,000	500,000	520,000	Based on avail bal/reserved direct exp within dept. budgets
Elder Services	116,000	105,000	97,000	"
Municipal Facilities	77,755	65,000	70,000	"
Spring Grove Cemetery	52,000	56,000	46,000	"
Police Off-Duty Fee	70,000	70,000	80,000	"
Ambulance	1,150,000	1,335,500	1,300,000	
TOTAL	2,008,755	2,131,500	2,113,000	
<u>ENTERPRISE FUNDS</u>				
Water and Sewer Rates and Operating Reserves	11,928,200	12,067,999	12,615,100	
TOTAL	11,928,200	12,067,999	12,615,100	
<u>OTHER AVAILABLE FUNDS- BUDGET</u>				
Off-Street Parking Fund (Operating Budget)	200,000	200,000	210,000	Reserved direct expenditure in GF Dept Budget
Cable - Technology P&I	349,735	336,638	325,438	Actual Debt Offset
Cemetery Perpetual Care	-	-	6,000	Cemetery Maintenance
Andover Youth Foundation	-	-	30,000	Youth Center Exp
CD&P Wetland fees	25,000	25,000	25,000	
TOTAL	574,735	561,638	596,438	
<u>OTHER AVAILABLE FUNDS- ARTICLES</u>				
Cemetery Perpetual Care interest income	6,000	6,000	-	
Insurance Recovery Fund	-	-	-	
Cable Lease IT	218,300	256,074	291,033	Cable funds/Lease Pc's/Per Paul P Schedule Oct 2014
Water/Sewer Reserves Articles	245,000	615,000	855,000	W/S Proj 2/6/15 Inc \$55,000 CIP, \$300,000 Maint Art, \$500,000 GAC
Water/Sewer Reserves Operating	-	327,047	344,667	Water/Sewer Projections 2/6/15 (Sewer-\$310,921, Water-\$33,746)
Overlay Surplus	80,000	31,800	-	
Bond Premium Stabilization	-	116,500	200,000	
Parking Study	-	18,000	-	
Parking Vehicle	-	40,000	-	
Parking Meters	60,000	60,000	-	
TOTAL	609,300	1,470,421	1,690,700	
<u>FREE CASH</u>				
Capital Projects Articles	925,000	-	1,042,000	
Ledge Rd Landfill	1,000,000	1,000,000	1,000,000	To reduce future borrowing
Stabilization	1,000,000	500,000	232,000	
OPEB Liability	-	1,000,000	1,000,000	OPEB trust fund per TM
Bond Stabilization Fund	-	-	768,000	
Other Articles	255,966	800,000	-	
TOTAL	3,180,966	3,300,000	4,042,000	
* GRAND TOTAL REVENUES *	157,579,517	164,410,085	171,931,079	
INCREASE OVER PRIOR YEAR	7.40%	4.30%	4.60%	

REVENUE AND EXPENDITURE PROJECTIONS			2/6/15	
EXPENDITURES	FY2014	FY2015	FY2016	
	RECAP	RECAP	PRELIMINARY	FY16 ASSUMPTIONS
OBLIGATIONS				
Retirement	5,935,944	6,412,116	7,946,015	Based on PERAC funding schedule to 2032 (exc AHA) Actual
Insurance/Workers Comp	680,653	714,686	732,553	
Unemployment Compensation	200,000	320,000	158,000	
Health insurance	14,000,000	15,670,957	17,500,000	Medical Trend 7% - 9%
Retired Teachers Health Insurance Assessment	2,235,835	214,134	-	RMT to Town 9/1/14
Other State Assessments	573,516	487,541	492,685	C/S Est
Overlay	981,735	1,159,705	900,000	
OPEB	325,000	400,000	500,000	\$100,000 Annual Increase
Technical Schools	314,244	528,842	510,000	Est GLRVTS and Essex Aggie
Water and Sewer Operating Budget	6,538,246	6,949,026	7,229,676	Per TM Projection/OPEB/Est Retirement Included
Reserve for Direct Expenditures	69,728	77,836	70,616	Cherry sheet offsets
Other Local Expenditures (Deficits to be Raised)	41,343	-	107,999	Overlay/court judgments, deficits to be raised
TOTAL	31,896,244	32,934,843	36,147,544	
DEBT SERVICE				
Existing Non-Exempt General Fund Debt	3,709,665	4,396,838	4,265,787	Actual Debt (inc MWPAT Est \$33,750 P, \$10,000 I)
Appropriated/Not Borrowed Non- Exempt General Fund	35,000	-	440,890	Est 2/6/15 Debt Analysis Tool
New General Fund CIP PROJECTS	-	-	-	
Cable Funds - Technology	349,735	336,638	325,438	
BAN Interest non-exempt	80,000	80,000	80,000	
General Fund Bond Issue Expense	105,000	-	105,000	
Existing Water and Sewer Debt	3,778,168	4,059,566	3,947,345	Actual debt
Appropriated/Not Borrowed Water and Sewer debt	-	-	270,000	Estimate
New Water and Sewer CIP PROJECTS	-	-	-	
Water and sewer BAN interest/bond expense	35,000	35,000	35,000	estimate
New Exempt Debt	-	-	72,420	Est 10/20/14 DAT
Existing Exempt Debt - School and Public Safety Center	4,942,752	6,090,194	5,871,254	Actual Debt
TOTAL	13,035,320	14,998,236	15,443,134	
Capital Projects Fund from taxation				
Capital Projects Fund from taxation	2,280,000	2,370,000	2,450,000	FY16 1.6% of GF operating revenues
TOTAL	2,280,000	2,370,000	2,450,000	
OFFSET/AVAILABLE FUNDS EXPENDITURES				
Offset Local Revenues	2,008,755	2,131,500	2,113,000	
Other Available Funds- Budget	225,000	225,000	235,000	Parking(\$210,000)/wetlands(\$25,000)
TOTAL	2,233,755	2,356,500	2,348,000	
ARTICLES				
Articles from free cash	2,180,966	1,300,000	232,000	General Stabilization fund
Ledge Rd Landfill - Free Cash	1,000,000	1,000,000	1,000,000	
OPEB - Free Cash	-	1,000,000	1,000,000	OPEB Contribution
Bond Stabilization Fund - Free Cash	-	-	768,000	
Capital Projects Articles - Free Cash	-	-	1,042,000	
Articles from Water/Sewer reserves	245,000	615,000	855,000	Water-\$55,000/Water Maint-\$300,000/GAC \$500,000
Articles from taxation	106,000	190,632	142,360	Transp prog-\$12k/community events-\$5k/fireworks-\$14K/School Town Tech \$111,360
Other Available Funds	364,300	411,874	291,033	Town School Technology \$291,033 Cable
TOTAL	3,896,266	4,517,506	5,330,393	
* TOTAL DEDUCTIONS *	53,341,585	57,177,085	61,719,071	
BAL. FOR TOWN & SCHOOL OPERATING BUDGETS	104,237,932	107,233,000	110,212,008	
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS	4,221,204	2,995,068	2,979,008	
% INCREASE OVER PRIOR YEAR	4.22%	2.87%	2.78%	
	157,579,517	164,410,085	171,931,079	
SCHOOL OPERATING BUDGET	68,927,593	70,904,452	72,873,529	
\$ Inc/Dec	3,063,194	1,976,859	1,969,077	
% Inc/Dec	4.65%	2.87%	2.78%	
TOWN OPERATING BUDGET (inc Water/Sewer Alloc)	35,310,339	36,328,546	37,338,479	
\$ Inc/Dec	1,158,010	1,018,207	1,009,934	
% Inc/Dec	3.39%	2.87%	2.78%	



PROPERTY TAX INFORMATION

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

The **Property Tax Levy** is the total amount a community raises in real and personal property taxes. The levy is calculated by taking the total amount that the town is authorized to spend during the fiscal year (the sum of all appropriation votes of Town Meeting plus any state or county assessments or other bills the town must pay not requiring Town Meeting approval) and subtracting anticipated state and local revenues.

The **Levy Limit** is a restriction placed on the Tax Levy by a state law known as **Proposition 2½**. The town's Levy Limit is automatically increased 2½% each year. In addition, a community is allowed to increase its levy limit to reflect growth of its tax base due to development.

Proposition 2½ limits the total a town is allowed to raise from property taxes. It is important to understand that the **Levy Limit** gets the 2½% increase. The Town's total revenues, the budgets, the tax rate, and the individual's property tax bill can all increase by different percentages in the same fiscal year and still be within Proposition 2½.

A community does not have to tax up to its levy limit, but it cannot exceed its levy limit unless voters approve an override or exclusion. Andover has been in full compliance with Proposition 2½ since its enactment. For many years, Andover did not tax up to its levy limit. The budgets adopted by Town Meeting required property tax levies which were lower than the maximum allowed under the law. In recent years Andover's property tax levy has been very close to its levy limit.

If Town Meeting votes to spend more than the Town can expect to collect in revenues, Proposition 2½ provides local options for increasing the Levy Limit by passing, by majority vote in an election, an override, capital outlay exclusion, or debt exclusion. **The Levy Limit can be increased only by popular vote in a referendum, not by Town Meeting.** The State enforces Proposition 2½ by not allowing a Town to set its tax rate until it can prove that it has a balanced budget.

By passing an **Override** a community can assess a specific amount of property taxes in addition to its Levy Limit. The ballot question can specify the use of these additional revenues for the first year. An override results in a permanent increase in the Levy Limit. It is intended for funding ongoing programs.

By passing a **Debt Exclusion** a community can assess additional taxes to pay the debt service (principal and interest costs) for a specific capital project. The additional amount is added to the Levy Limit for the life of the debt only. Each year that a payment must be made for that project, the Levy Limit is first calculated as usual and then the extra amount from the debt exclusion is added. Unlike overrides, exclusions do not become part of the base used to calculate future years' levy limits.

By passing a **Capital Outlay Expenditure Exclusion** a community can assess additional taxes to pay for a specific project or major equipment purchase. The additional amount to pay for the project is added to the Levy Limit only for the year in which the project is undertaken. The amounts excluded for these one-time expenditures do not become part of the base. Capital outlay exclusions can only be used for expenditures which could be bonded.

THE OVERRIDE PROCESS

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. A 4/5 vote of the Board of Selectmen is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed for legal notice requirements, printing of ballots, voter registration and absentee voting. State law establishes specific requirements regarding the wording of ballot questions.

PROPERTY TAX LEVY LIMIT HISTORY

<u>FISCAL YEAR</u>	<u>PROP 2½ TAX LEVY LIMIT</u>	<u>ACTUAL TAX LEVY</u>	<u>EXCESS TAX LEVY CAPACITY</u>	<u>ADDITIONAL TAXES DEBT EXCLUSION</u>	<u>TOTAL TAX LEVY</u>	<u>%INC TOTAL TAX LEVY</u>
FY2006	82,958,866	82,957,460	1,406	3,051,543	86,009,003	5.3%
FY2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	4.9%
FY2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
FY2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
FY2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
FY2011	101,868,863	101,747,938	70,925	2,860,362	104,658,300	3.3%
FY2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.0%
FY2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
FY2014	114,580,069	114,227,432	352,637	3,278,583	117,506,432	5.0%
FY2015	119,797,140	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
* FY2016	124,592,069	123,492,069	1,100,000	4,298,263	127,790,332	4.5%

* Projected based on budget and warrant article recommendations for the 2015 ATM.

CALCULATION OF FY2015 PROPERTY TAX LEVY LIMIT

FY2014 TAX LEVY LIMIT	\$114,580,485	Beginning amount for FY2015
2.5% of FY2014 Levy Limit	2,864,512	
New Growth	<u>2,352,143</u>	Tax increase based on est tax value of new construction as of 6/30/2014
FY2015 TAX LEVY LIMIT	\$119,797,140	FY2015 tax limit prior to funds raised for Prop 2 ½ exempt debt
Plus		
NET FY2015 EXEMPT DEBT SERVICE	<u>\$4,438,406</u>	Additional taxes allowed for Proposition 2 ½ exempt debt less state aid
Equals		
FY2015 TOTAL TAX LEVY LIMIT	\$124,235,546	Estimated Maximum property taxes allowable for Fiscal Year 2015
Less		
FY2015 TAX LEVY	\$122,233,760	Estimated Amount of property taxes for Fiscal Year 2015
Equals		
FY2015 EXCESS TAX CAPACITY	\$2,001,786	Amount of additional taxes that could be raised within Proposition 2 ½ limit

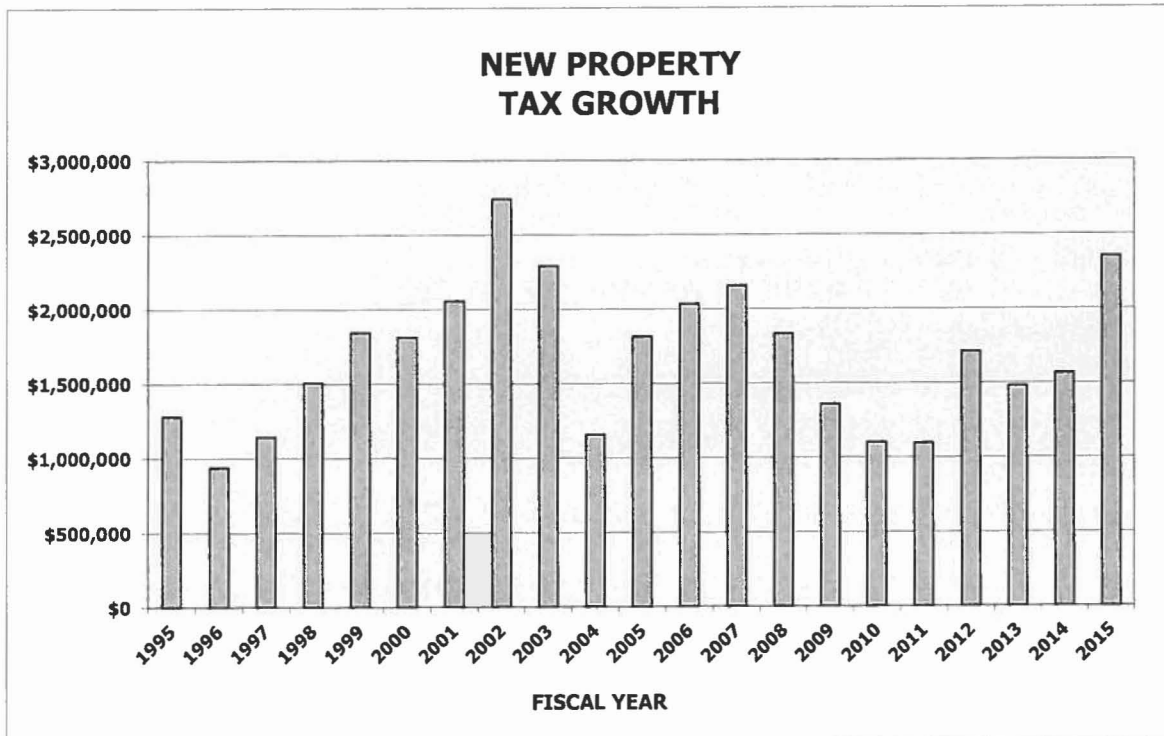
CALCULATION OF FY2016 PROPERTY TAX LEVY LIMIT

FY2015 TAX LEVY LIMIT	\$119,797,140	Beginning amount for FY2016
2.5% of FY2015 Levy Limit	2,994,929	
New Growth	<u>1,800,000</u>	Tax increase based on est tax value of new construction as of 6/30/2015
FY2016 TAX LEVY LIMIT	\$124,592,069	FY2016 tax limit prior to funds raised for Prop 2 ½ exempt debt
Plus		
NET FY2016 EXEMPT DEBT SERVICE	<u>\$4,298,263</u>	Additional taxes allowed for Proposition 2 ½ exempt debt less state aid
Equals		
FY2016 TOTAL TAX LEVY LIMIT	\$128,890,332	Estimated Maximum property taxes allowable for Fiscal Year 2016
Less		
FY2016 TAX LEVY	\$127,790,332	Estimated Amount of property taxes for Fiscal Year 2016
Equals		
FY2016 EXCESS TAX CAPACITY	\$1,100,000	Amount of additional taxes that could be raised within Proposition 2 ½ limit

Proposition 2½ – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund town and school budgets.

INCREASE IN TAX LEVY LIMIT DUE TO NEW GROWTH

<u>Fiscal Year</u>	<u>Certified New Growth</u>	<u>% Change from Prior Year</u>
1995	\$1,280,685	40.10%
1996	\$939,716	-26.62%
1997	\$1,143,725	21.71%
1998	\$1,505,996	31.67%
1999	\$1,843,750	22.43%
2000	\$1,812,339	-1.70%
2001	\$2,056,610	13.48%
2002	\$2,740,476	33.25%
2003	\$2,292,720	-16.34%
2004	\$1,157,885	-49.50%
2005	\$1,814,183	56.68%
2006	\$2,035,526	12.20%
2007	\$2,156,641	5.95%
2008	\$1,832,630	-15.02%
2009	\$1,357,086	-25.95%
2010	\$1,103,536	-18.68%
2011	\$1,097,538	-0.54%
2012	\$1,712,432	56.02%
2013	\$1,479,022	-13.63%
2014	\$1,563,740	-8.68%
2015	\$2,352,143	59.03%

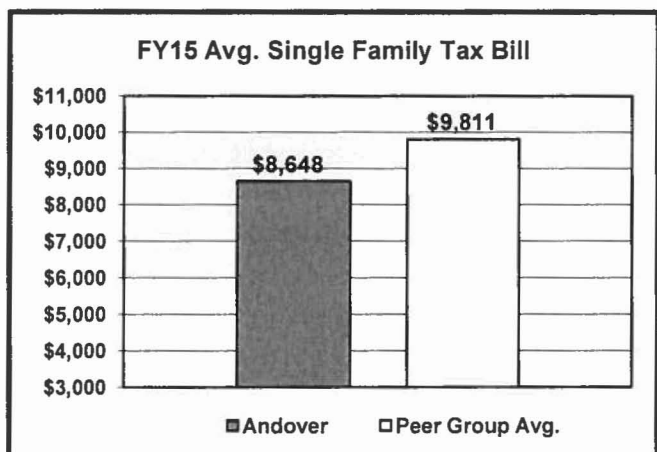
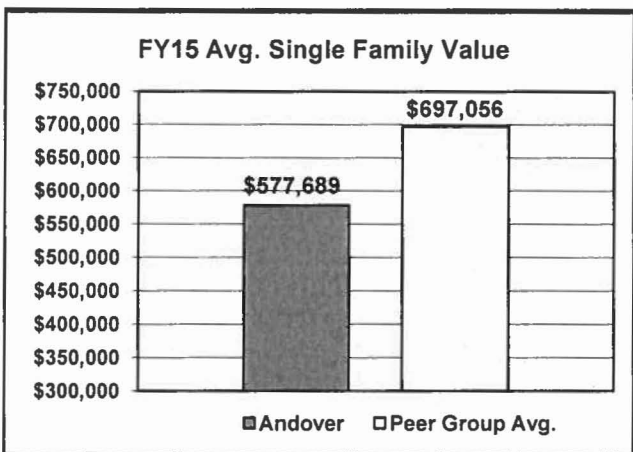
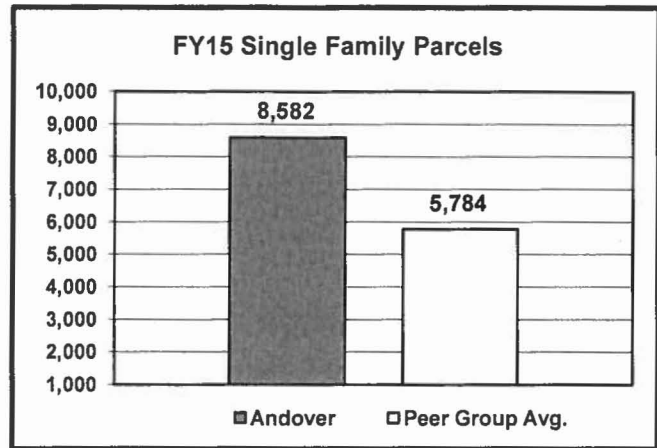
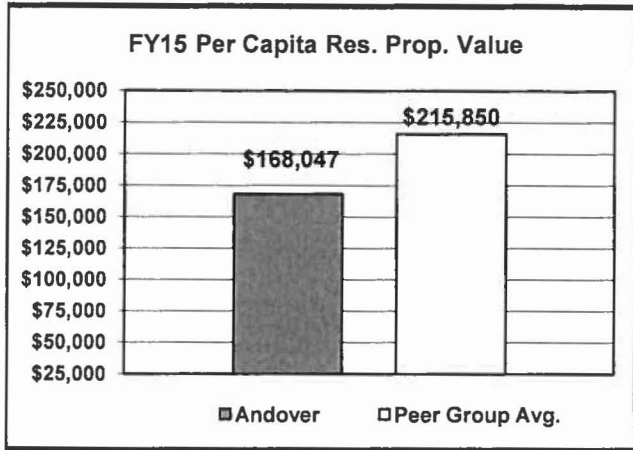


TAX GROWTH FROM CONSTRUCTION ACTIVITIES

<u>FISCAL YEAR</u>	<u>RESIDENTIAL/ OPEN SPACE</u>	<u>COMMERCIAL/ INDUSTRIAL</u>	<u>PERSONAL PROPERTY</u>	<u>NEW GROWTH FINAL</u>
2015	692,776	122,768	1,536,599	2,352,143
2014	593,070	107,515	863,155	1,563,740
2013	714,513	14,767	749,742	1,479,022
2012	470,623	71,686	1,170,123	1,712,432
2011	305,829	57,071	734,640	1,097,539
2010	271,613	109,918	722,005	1,103,536
2009	404,757	21,446	930,883	1,357,086
2008	772,937	328,929	730,764	1,832,630
2007	1,217,388	610,248	329,005	2,156,641
2006	1,575,860	259,077	200,589	2,035,526
2005	885,407	587,679	341,097	1,814,183
2004	735,038	59,129	363,718	1,157,885
2003	809,948	882,597	600,175	2,292,720
2002	1,089,553	1,396,472	254,451	2,740,476
2001	585,588	1,216,861	254,161	2,056,610
2000	796,122	868,534	147,683	1,812,339
1999	683,976	1,022,374	137,400	1,843,750
1998	572,272	765,295	168,429	1,505,996
1997	647,112	286,436	210,177	1,143,725

FY15 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



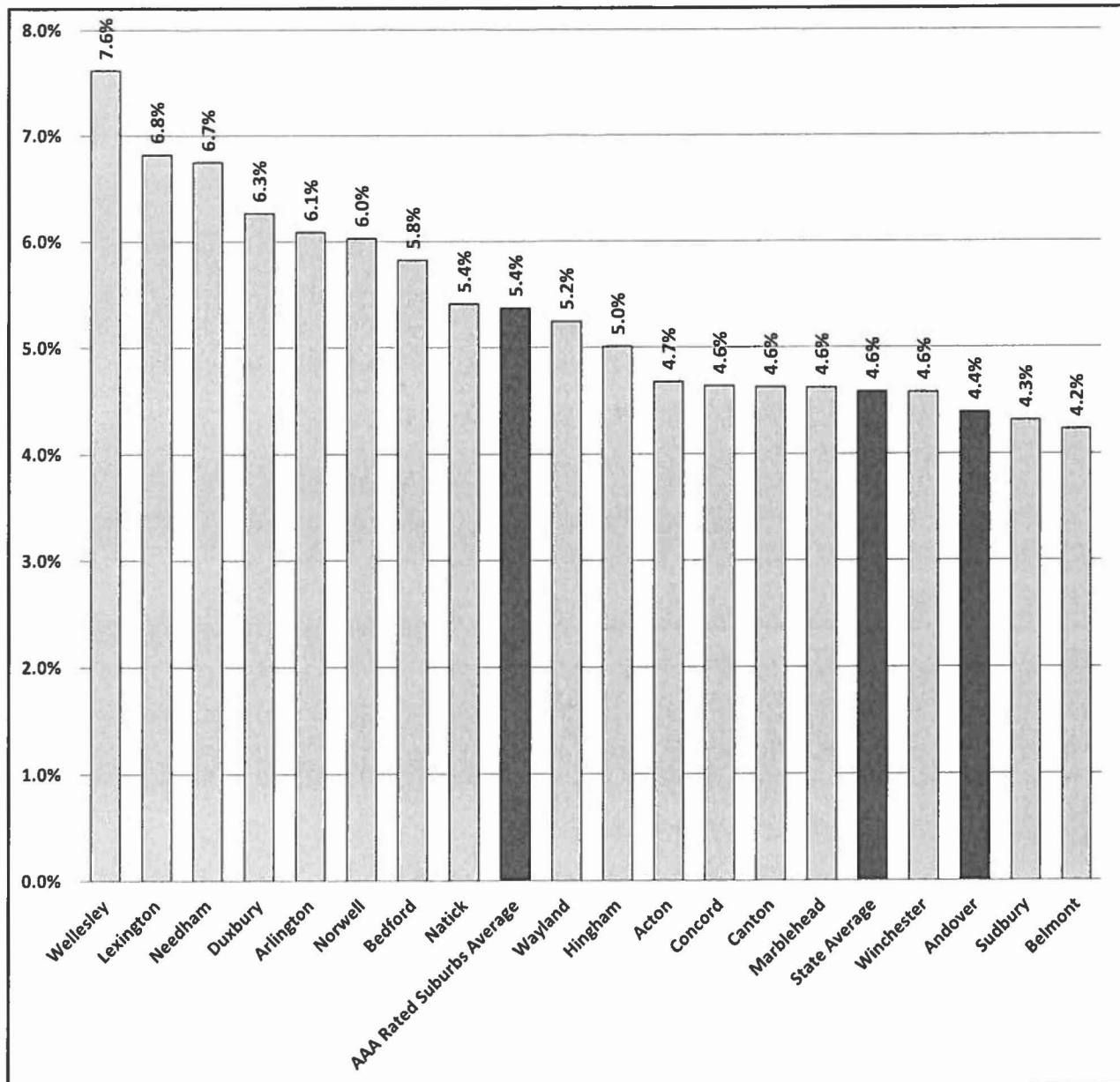
Data Source: DOR/DLS Database

Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Bedford; Belmont; Canton; Concord; Duxbury; Hingham; Lexington; Marblehead; Natick; Needham; Norwell; Sudbury; Wayland; Wellesley Westwood; and Winchester.

FY2015 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	187	2.2%
\$300,001 to \$400,000	1,214	14.0%
\$400,001 to \$500,000	2,384	27.6%
\$500,001 to \$600,000	1,989	23.0%
\$600,001 to \$1,000,000	2,490	28.8%
\$1,000,001 and Up	388	4.4%
<i>Total</i>	8,652	100.0%

10 Year Avg. Annual % Increase In Single Family Tax Bills AAA Bond Rated Suburbs - FY05 to FY15



	Average Single Family Tax Bill - FY2005	Average Single Family Tax Bill - FY2015	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$6,009	\$8,648	\$2,639	\$264	43.9%	4.4%
AAA Rated Suburbs Average	\$6,335	\$9,736	\$3,401	\$340	53.7%	5.4%
State Average	\$3,588	\$5,233	\$1,645	\$165	45.8%	4.6%

Source of Data: Massachusetts Department of Revenue, Division of Local Services



CAPITAL IMPROVEMENT PROGRAM (CIP)

FISCAL YEAR 2016
CAPITAL IMPROVEMENT PROGRAM (CIP)
TOWN MANAGER'S "REVISED" RECOMMENDATIONS
AND FUNDING SUMMARY

(2/6/15)

The Town's Department Heads submitted CIP requests totaling \$18.3 million for FY2016. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager initially recommended a total FY16 CIP of \$13,616,000 on 10/31/14.

In the December-January timeframe, the School Committee requested that a new borrowing request for Library/Media Center Renovations at the Andover High School be included in the FY16 CIP, along with the deferral of construction funding for the School Site Improvements at West Elementary School to FY17. Those requests have been accommodated within the General Fund Borrowing section of the revised CIP for FY16. The Town Manager is also now recommending that five projects that were originally proposed to be funded through General Fund Borrowing be funded with Free Cash to save on interest costs. The Town Manager's "Revised" Recommended CIP for FY16 now totals \$12,366,00 from the following funding sources:

General Fund Revenue:	\$2,450,000
Free Cash:	\$1,042,000
General Fund Borrowing:	\$4,937,000
General Fund Exempt Borrowing:	\$0
Special Dedicated Funds:	\$1,682,000
Water & Sewer Enterprise Funds:	<u>\$2,255,000</u>
TM's Total "Revised" CIP Recommendation for FY16:	\$12,366,000

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2016 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

DCS-1	Pomps Pond Improvements	\$20,000
DCS-2	Rec Park Improvements	\$50,000
TC-1	Election Ballot Tabulators	\$77,000
LIB-1	Library Renovations	\$25,000
IT-3	Digital Records Pilot	\$35,000
POL-1	Police Vehicle Replacement	\$195,000
POL-2	Public Safety Center Camera Replacement	\$90,000
FR-2	Fire Apparatus Mobile Workstations	\$40,000
FR-5	EMS Call Box for Blanchard Ballfields	\$10,000
DPW-2	Minor Sidewalk Repairs	\$100,000
DPW-4	Town Yard/MS Facility Consulting	\$50,000

DPW-7a	Highway Vehicles - Small	\$90,000
P&F-1	Town Projects - Buildings	\$275,000
P&F-2	Town Projects - Mechanical & Electrical	\$145,000
P&F-3	Spring Grove Cemetery Maintenance	\$20,000
P&F-4	Town Vehicle Replacement	\$150,000
SCH	School Capital Projects	<u>\$1,078,000</u>
Total from General Fund Revenue		\$2,450,000

From Free Cash:

It is recommended that the following capital projects be funded through the use of Free Cash:

FR-4	Public Safety Communications Upgrade	\$150,000
DPW-7b	Highway Vehicles - Large	\$175,000
P&F-7	Town & School Energy Initiatives	\$337,000
P&F-10	Office Space Feasibility - Shawsheen School	\$130,000
SCH-4	AHS Track Replacement	<u>\$250,000</u>
Total from Free Cash		\$1,042,000

From General Fund Borrowing:

It is recommended that the following capital projects be funded through General Fund Borrowing:

IT-6	Safety & Security Communications Enhancements	\$600,000
DPW-8	Minor Storm Drain Improvements	\$300,000
DPW-11	New Sidewalk Construction	\$113,000
P&F-6	Major Town Projects	\$1,200,000
SCH-5	Major School Projects	\$455,000
SCH-6	School Site Improvements (revised)	\$319,000
SCH-7	AHS Library/Media Center Renovations (new)	<u>\$1,950,000</u>
Total from General Fund Borrowing		\$4,937,000

From General Fund Exempt Borrowing:

Although there are no requests for GF Exempt Borrowing being proposed for FY2016, there are a number of large projects currently being discussed and planned that will be presented to Town Meeting within the next five years, which have been included in the CIP as placeholders. They are:

TM-1	Town Yard/Municipal Services Facility
TM-2	Ballardvale Fire Station
TM-3	Early Childhood Education Center
TM-4	Andover High School Renovation/Expansion

Total from General Fund Exempt Borrowing **\$0**

From Special Dedicated Funds:

It is recommended that the following two recurring capital programs be funded through Special Dedicated Funds:

IT-1	Annual PC Leasing Program (Cable Fund)	\$291,000
DPW-1	Annual Road Maintenance (Ch 90)	<u>\$1,391,000</u>
Total from Special Dedicated Funds		\$1,682,000

From Water and Sewer Enterprise Funds:

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

DPW-12	Water & Sewer Vehicles (WER)	\$55,000
DPW-14	Major Water Main Replacement Projects (WEB)	\$1,700,000
DPW-18	WTP GAC Replacement (WER)	<u>\$500,000</u>
Total from Water & Sewer Enterprise Funds		<u>\$2,255,000</u>

Revised CIP Total for FY16 (as of 2/6/15):	\$12,366,000
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TOWN OF ANDOVER
TOWN MANAGER'S "REVISED" RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2016 - FY2020

Rqst. #	P. #	Request Title	Dept. Rqst. FY2016	TM's Rec. FY2016	TM's Plan FY2017	TM's Plan FY2018	TM's Plan FY2019	TM's Plan FY2020	Town Manager's Recommendations / Comments
General Fund Revenue (Capital Projects Fund)									
DCS-1	7	Pomps Pond Improvements	\$21,500	\$20,000					Supports \$20k for this purpose for FY16
DCS-2	8	Rec Park Improvements	\$57,000	\$50,000					Supports \$50k for this purpose for FY16
TC-1	9	Election Ballot Tabulators	\$77,000	\$77,000					Supports dept. request for FY16
TC-2	10	Vault Shelving	\$30,000	\$0	\$30,000				Does not support this request at this time.
LIB-1	11	Library Renovations	\$50,000	\$25,000	\$25,000	\$20,000			Supports \$25k for this purpose for FY16
IT-3	13	Digital Records Pilot	\$35,000	\$35,000					Supports dept. request for FY16
IT-5	15	Student PC Mobile Carts	\$84,214	\$0					Does not support this request for capital funding
POL-1	16	Police Vehicle Replacement	\$275,000	\$195,000	\$275,000	\$275,000	\$275,000	\$275,000	Recommends \$195k for this purpose for FY16
POL-2	18	Public Safety Center Camera Replacement	\$90,000	\$90,000					Supports dept. request for FY16
FR-2	19	Fire Apparatus Mobile Workstations	\$40,000	\$40,000					Supports dept. request for FY16
FR-5	20	EMS Call Box for Blanchard Ballfields	\$10,000	\$10,000					Supports dept. request for FY16
DPW-2	21	Minor Sidewalk Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Supports dept. request for FY16
DPW-4	22	Town Yard/MS Facility Consulting Services	\$50,000	\$50,000					Supports dept. request for FY16
DPW-5	23	Drainage Infrastructure Inspection	\$50,000	\$0					Does not support this request at this time.
DPW-7a	24	Highway Vehicles - Small	\$145,000	\$90,000	\$65,000	\$65,000	\$65,000	\$65,000	Recommends \$90k for this purpose for FY16
P&F-1	26	Town Projects - Buildings	\$325,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	Recommends \$275k for this purpose for FY16
P&F-2	28	Town Projects - Mechanical & Electrical	\$170,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	Recommends \$145k for this purpose for FY16
P&F-3	30	Spring Grove Cemetery Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports dept. request for FY16
P&F-4	31	Town Vehicle Replacement	\$152,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	Recommends \$150k for this purpose for FY16
SCH-1	33	School Projects - All Schools	\$435,000		\$435,000	\$435,000	\$435,000	\$435,000	
SCH-2	36	School Projects - By Building	\$405,000	\$1,078,000	\$370,000	\$40,000	\$40,000	\$40,000	Recommends a total of \$1.078m towards these purposes for FY16
SCH-3	40	Textbooks	\$710,000		\$213,000	\$228,000	\$93,000		
		Total General Fund Revenue	\$3,331,714	\$2,450,000	\$2,103,000	\$1,753,000	\$1,598,000	\$1,505,000	
Free Cash									
FR-4	51	Public Safety Communications Upgrade	\$150,000	\$150,000					Supports the use of \$150k of Free Cash for this purpose for FY16
DPW-7b	54	Highway Vehicles - Large	\$175,000	\$175,000					Supports the use of \$175k of Free Cash for this purpose for FY16
P&F-7	64	Town & School Energy Initiatives	\$400,000	\$337,000					Supports the use of \$337k of Free Cash for this purpose for FY16
P&F-10	69	Office Space Feasibility Study - Shawsheen School	\$130,000	\$130,000	TBD				Supports the use of \$130k of Free Cash for this purpose for FY16
SCH-4	70	AHS Track Replacement	\$250,000	\$250,000					Supports the use of \$250k of Free Cash for this purpose for FY16
		Total Free Cash	\$1,105,000	\$1,042,000	\$0	\$0	\$0	\$0	
General Fund Borrowing									
IT-6	47	Safety & Security Communications Enhancements	\$600,000	\$600,000					Supports \$600k of GF borrowing for this purpose for FY16
DPW-8	56	Minor Storm Drain Improvements	\$300,000	\$300,000		\$300,000		\$300,000	Supports \$300k of GF borrowing for this purpose for FY16
DPW-11	60	New Sidewalk Construction	\$113,000	\$113,000					Supports \$113k of GF borrowing for this purpose for FY16
P&F-6	62	Major Town Projects	\$1,211,000	\$1,200,000	\$550,000	\$500,000	\$500,000	\$500,000	Supports \$1.2m of GF borrowing for this purpose for FY16
SCH-5	71	Major School Projects	\$455,000	\$455,000	\$650,000	\$500,000	\$500,000	\$500,000	Supports \$455k of GF borrowing for this purpose for FY16.
SCH-6	74	School Site Improvements REVISED	\$319,000	\$319,000	\$3,200,000	\$300,000	\$3,050,000	\$650,000	Supports \$319k of GF borrowing for this purpose.
SCH-7	NA	AHS Library/Media Center Renovations NEW	\$1,950,000	\$1,950,000					Supports \$1.95m of GF borrowing for this purpose.
IT-2	43	Video Infrastructure Enhancements	\$175,000	\$0	\$175,000				Rec. use of avail. capacity from \$2.5m IT bond auth. (Art. 22-2012 ATM)
IT-4	45	Communication Infrastructure Redundancy	\$150,000	\$0	\$150,000				Rec. use of avail. capacity from \$2.5m IT bond auth. (Art. 22-2012 ATM)
FR-1	48	Fire Apparatus Replacement - Engine 4	\$700,000	\$0	\$700,000	\$320,000	\$980,000	\$1,030,000	Recommends deferral of this request to future year.
DPW-3	53	Road Maintenance	\$1,000,000	\$0					Does not support borrowing for this purpose at this time.
DPW-7b	54	Highway Vehicles - Large	\$550,000		\$350,000	\$350,000	\$350,000	\$350,000	Projected department need for FY17-FY20
DPW-9	57	Town Bridge Evaluation & Maintenance				\$500,000			Projected department need for FY18.
DPW-10	58	Reconstruction of Existing Sidewalks	\$993,000	\$0					Does not support borrowing for this purpose at this time.
P&F-7	64	Town & School Energy Initiatives	\$400,000		\$353,000	\$26,000			Supports \$337k of GF borrowing for this purpose for FY16
P&F-8	66	Town Playground Replacements			\$200,000	\$200,000	\$200,000		Projected department need for FY17-19.
P&F-9	68	Blanchard Playfields Paving	\$125,000	\$0		\$125,000			Does not support borrowing for this purpose at this time.
		Total General Fund Borrowing	\$9,041,000	\$4,937,000	\$6,328,000	\$3,121,000	\$5,580,000	\$3,330,000	

Rqst. #	P. #	Request Title	Dept. Rqst. FY2016	TM's Rec. FY2016	TM's Plan FY2017	TM's Plan FY2018	TM's Plan FY2019	TM's Plan FY2020	Town Manager's Recommendations / Comments
General Fund Exempt Borrowing (Potential)									
TM-1	77	Town Yard/Municipal Services Facility	TBD						TBD
TM-2	78	Ballardvale Fire Station	TBD						TBD
TM-3	80	Early Childhood Education Center	TBD						TBD
TM-4	81	Andover High School Renovations/Expansion	TBD						TBD
		Total General Fund Exempt Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	
Special Dedicated Funds									
IT-1	83	Annual PC Leasing Program (Cable Fund)	\$291,034	\$291,000	\$294,000	\$335,000	\$339,000	\$343,000	Supports \$291k from Cable Funds for this purpose for FY16.
DPW-1	85	Major Annual Road Maintenance (Ch 90)	\$1,391,000	\$1,391,000	\$1,391,000	\$1,391,000	\$1,391,000	\$1,391,000	Supports dept. request from Chapter 90 funding.
		Total Special Dedicated Funds	\$1,682,034	\$1,682,000	\$1,685,000	\$1,726,000	\$1,730,000	\$1,734,000	
Water & Sewer Enterprise Funds									
DPW-12	87	Water & Sewer Vehicles (WER)	\$120,000	\$55,000	\$417,000	\$95,000	\$148,000		Supports \$55k from Water Ent. Reserves for this purpose for FY16.
DPW-13	89	Filter Backwash Discharge Tank (WEB)						\$4,416,323	Projected department need for FY20.
DPW-14	90	Major Water Main Replacement Projects (WEB)	\$1,700,000	\$1,700,000	\$1,000,000	\$1,500,000	\$1,500,000	\$1,500,000	Supports \$1.7m from Water Ent. Borrowing for this purpose for FY16.
DPW-15	92	Water Distribution Improvement Program (WEB)			\$500,000	\$500,000	\$500,000	\$500,000	Projected department need for FY17-20.
DPW-16	94	WTP Parking Area Reconstruction (WER)			\$105,000				Projected department need for FY17.
DPW-17	95	Major Fire Hydrant Maintenance (WER)			\$50,000	\$50,000	\$50,000	\$50,000	Projected department need for FY17-20.
DPW-18	96	Water Treatment GAC Replacement (WER)	\$500,000	\$500,000	\$250,000	\$250,000		\$250,000	Supports \$500k from Water Ent. Borrowing for this purpose for FY16.
		Total Water & Sewer Enterprise Funds	\$2,320,000	\$2,255,000	\$2,322,000	\$2,395,000	\$2,198,000	\$6,716,323	
		Total All Requests	\$17,479,748	\$12,366,000	\$12,438,000	\$8,995,000	\$11,106,000	\$13,285,323	



BUDGET PROCESS, SCHEDULE & REQUIREMENTS

BUDGET PROCESS

The Town of Andover operates under state statutes, the Town Charter (Chapter 571 of the Acts of 1956, as amended), and locally adopted by-laws. The Charter establishes a Selectmen/Town Manager/Open Town Meeting form of government. The five-member Board of Selectmen are per the Andover Charter "...the makers of policy of the Town government, except as otherwise directed by Statutes or by the Town Charter" (Section 1 – Board of Selectmen). The Town Manager serves as the chief executive officer of town government (Section 10 – Powers and Duties).

Preliminary Revenue and Expenditure Projections are prepared for the next fiscal year by the end of October, and are included in the Town Manager's Recommended Capital Improvement Program (CIP). The preliminary projections may be discussed and refined in planning sessions with members of the Board of Selectmen, School Committee and Finance Committee. The projections assist in establishing forthcoming budget instructions and preparation guidelines.

The Charter requires that all boards, officers and committees annually submit in writing to the Town Manager a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices for the next fiscal year (Section 15 – Estimate of Expenditures). In late November the Finance Director distributes budget instructions, guidelines and worksheets to all departments on behalf of the Town Manager. All department/division heads prepare their budget requests for the next fiscal year starting July 1, and submit them to the Finance Director and Town Manager by the end of December. During the month of January, the Town Manager and Finance Director meet with each department/division head to review and discuss their respective budget requests.

The Charter requires the Town Manager to submit his recommended budget to the Board of Selectmen and Finance Committee on or before a date established by Town By-law (Section 15 - Estimate of Expenditures). Town By-law, Article IV, Section 6, stipulates that the annual budget shall be submitted to those bodies on or before the first Friday of February of each year. After submitting his recommended budget to the Board of Selectmen and Finance Committee, the Town Manager presents it at a public meeting shortly thereafter.

During the months of February and March the Board of Selectmen and Finance Committee conduct a series of joint public meetings to review, discuss, and vote on all recommended department/division budgets. Meeting notices are posted at least 48 hours in advance and the agendas are posted on the Town website at www.andoverma.gov. The budget hearings are open to the public and are broadcast live on local access television.

The Finance Committee's responsibilities are described in Town By-laws Article III, Section 3 (Composition; term of office; powers and duties). The Town Meeting voters are advised on all financial matters by the nine member Finance Committee, the members of which are appointed by the Town Moderator, who is elected for a one-year term.

BUDGET APPROPRIATION AND AMENDMENT

The legislative body of the Town is an open Town Meeting. All registered voters are entitled to attend and vote on any matter that comes before Town Meeting. Town Meeting has the authority to appropriate funds for the operating budgets and capital projects, except for specific types of expenditures where state statutes or regulations do not require appropriation. Any amendments to appropriations require Town Meeting vote at either a regular or special town meeting (Massachusetts General Laws, Chapter 40, Section 5). The procedures for a town meeting are specified in Town By-laws Article II. The Town Meeting warrant (items to be voted on) is posted on the Town website, and is published in the local newspaper at least 14 days before the day of the town meeting. The Finance Committee mails its report of warrant recommendations to all households at least 10 days prior to scheduled date of Town Meeting.

At Town Meeting, reports and recommendations are presented by the Board of Selectmen, Finance Committee, Planning Board, School Committee and other sponsoring parties. Town Meeting votes and appropriates the budget and all other financial articles presented at a town meeting.

BUDGET PROCESS

ANNUAL BUDGET SCHEDULE

October – November	Revenue and Expenditure Projections and the 5-Year Capital Improvement Program (CIP) are prepared and distributed to the Board of Selectmen, Finance Committee, and School Committee.	
November	Annual operating budget instructions, guidelines and worksheets are distributed to all departments.	
December	Town departments submit budget requests to the Town Manager.	School principals submit budget requests to the Superintendent of Schools.
January	Town Manager reviews budget requests and submits his recommended budget to the Board of Selectmen and the Finance Committee.	School Superintendent reviews budget requests and submits her recommended budget to the Town Manager and School Committee.
February – March	Board of Selectmen and Finance Committee review Town Manager's Recommended Budget and CIP, and conduct public budget hearings.	School Committee, Finance Committee and Selectmen review Superintendent's Recommended Budget, and conduct public budget hearings.
March – April	Board of Selectmen and Finance Committee vote on all annual budget and capital requests	School Committee, Finance Committee and Selectmen vote on school budget and capital requests.
Ten days before first Town Meeting business session	Finance Committee report, including the town meeting warrant, is mailed to all Andover households ten days prior to the start of Town Meeting.	

TOWN OF ANDOVER

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

An Act Establishing A Selectmen-Town Manager Plan For The Town Of Andover [*Chapter 571 of the Acts of 1956, as accepted in 1958, and revised in 1974*]

§ 15. Estimate of Expenditures.

All boards, officers and committees, of the town shall annually, at the request of the town manager, submit to him in writing a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices during the next fiscal year. On or before a date established by a Town By-Law [First Friday in February*], the town manager shall submit to each member of the finance committee and of the board of selectmen a copy of his annual budget, which shall contain a careful, detailed estimate of the probable expenditures of the town for the ensuing fiscal year, including a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the town, and showing specifically the amount necessary to be provided for each office, department and activity, together with a statement of the expenditures for the same purposes in the two preceding years and an estimate of expenditures for the current year. He shall also submit a statement showing all revenues received by the town in the two preceding years, together with an estimate of the receipts of the current year and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. He shall also report to said committee and to the selectmen the probable amount required to be levied and raised by taxation to defray all of the proposed expenditures and liabilities of the town, together with an estimate of the tax rate necessary therefor.

*** Town of Andover General By-laws**

§ 6. Estimate of expenditures.

The Town Manager, in accordance with Section 15 of the Town Charter (Chapter 571 of the Acts of 1956), as amended by the votes of Town Meeting acting on Article 1 of the Special Town Meeting of March 26, 1973, and Article 1, Question 1, of the Annual Town Meeting of March 1, 1974, shall submit his annual budget on or before the first Friday of February of each year. [Amended 4-16-1997 ATM, Art. 53]

TOWN OF ANDOVER – FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues.

The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs.

The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.

2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.

- a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.

- b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only.

The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.

3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases.

This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.

TOWN OF ANDOVER – FINANCIAL POLICIES

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2004	4,413,574	4.5%	1,316,648	3,096,926
2005	2,188,732	2.1%	1,305,000	883,732
2006	3,013,073	2.5%	2,287,000	726,073
2007	5,432,796	4.4%	3,532,368	1,900,428
2008	2,333,996	1.9%	1,763,147	570,849
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320

4. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget.

Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.

5. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund.

This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.

6. Fees and user charges should be reviewed annually in relation to the costs of providing the service.

As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.

7. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

TOWN OF ANDOVER – FINANCIAL POLICIES

B. FISCAL POLICIES - WATER & SEWER

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations.

The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.

2. Betterments will be assessed for water and sewer extensions.

In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.

3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates.

The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.

4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues.

Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

C. CAPITAL PLANNING POLICIES

1. General

CAPITAL PROJECT/ITEM: An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

TOWN OF ANDOVER – FINANCIAL POLICIES

CRITERIA FOR SETTING PRIORITIES:

- Highest priority – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- Second highest priority – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.
- Third highest priority – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

FUNDING SOURCES:

- Borrowing – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
 - General Fund – Within Proposition 2½;
 - Sewer Enterprise Fund and Water Enterprise Fund;
 - General Fund – With Debt Exclusion Vote.
 - Pay-As-You-Go (PAYGO) – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
 - Capital Project Fund supported by General Fund Revenues;
 - Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
 - General Fund Capital Outlay Exclusion;
 - Free Cash warrant articles.
 - Departmental Operating Budget – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended.
- Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
- a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.

TOWN OF ANDOVER – FINANCIAL POLICIES

- c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
3. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

D. DEBT MANAGEMENT POLICIES

1. Long-term debt should not be incurred without a clear identification of its financing sources.

Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.)

When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
3. General Fund debt service will not exceed 10% of General Fund revenues.

The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years.

Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.



CREDIT RATING INFORMATION

RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation

Primary Credit Analyst:

Steve C Tencer, CPA, New York (1) 212-438-2104; steve.tencer@standardandpoors.com

Secondary Contact:

Apple Lo, Boston (1) 617-530-8316; apple.lo@standardandpoors.com

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Summary:

Andover, Massachusetts; General Obligation

Credit Profile

US\$27.874 mil GO mun purp loan bnds ser 2014 due 03/01/2034

<i>Long Term Rating</i>	AAA/Stable	New
Andover GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO mun purp ln		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

Rationale

Standard & Poor's Ratings Services assigned its 'AAA' rating to Andover, Mass.' series 2014 general obligation (GO) municipal purpose loan bonds. At the same time, Standard & Poor's affirmed its 'AAA' rating on Andover's existing GO debt. The outlook is stable.

The town's full faith and credit pledge supports the bonds. Principal and interest on the bonds will be payable from taxes levied on all taxable property within the town.

The rating reflects our view of the town's:

- Very strong economy,
- Very strong management,
- Strong budgetary flexibility,
- Very strong liquidity, and
- Very strong debt and contingent liabilities profile.

Very strong economy

Located in Essex County, Mass., we view Andover's local economy as very strong, with projected per capita effective buying income at 190% of the national average, and per capita market value at roughly \$206,000. Total market value has risen in each of the last two fiscal years after a downward trend due to the recession. Fiscal 2013 market value is \$6.80 billion, or 95% of the town's pre-recessionary high. For 2014, management projects AV to reach 6.84 billion. Taxable value is primarily residential (80.0%), with industrial being the next largest component (8.4%).

The town's income has been strong, in our opinion, even during the recession. According to the U.S. Census Bureau, per capita personal income grew every year from fiscals 2004 through 2013. In particular, the \$53,210 in income for 2013 is almost 20% higher than the corresponding 2004 figure. According to the U.S. Census Bureau, Andover's median family income was \$139,043 in 2013, comparing favorably to that of the commonwealth (\$81,165) and nation (\$51,144) during the same period.

According to U.S. Bureau of Labor Statistics (BLS), Essex County's 2012 unemployment rate was 7.1%. We believe

residents benefit from Andover's participation in the broad and diverse Boston-Cambridge-Newton metropolitan statistical area, and that this will provide rating stability. Andover's unemployment rate continues to be a positive factor, as it has remained below those of the commonwealth and nation for every year since 2008. During the recession, Andover's unemployment rate peaked at 7.1%, which is comparatively low, in our view. As of December 2013, the BLS and Massachusetts Department of Revenue -- Division of Local Services report unemployment rates for Andover, the commonwealth, and nation of 4.9%, 6.7%, and 7.3% respectively.

Very strong management conditions

We view the town's management conditions as very strong, with strong financial practices under our Financial Management Assessment methodology, indicating practices are, in our opinion, strong, well-embedded, and likely sustainable. The town uses identified trends and commonwealth estimates to develop annual revenue and expenditure assumptions; it then uses these assumptions to update the town's five-year budget forecast that it uses to complement capital and budgetary planning. Management regularly monitors its budget, tracks revenue and expenditures, and reports budget-to-actual results to the finance committee at minimum on a monthly basis. The town performs midyear budget adjustments, if needed, during special town meetings. The town also has a five-year capital plan and a capital budget that management approves and reprioritizes annually. The town adheres to a formal debt management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures, and targets principal amortization at 20 years. Although the town has a formal reserve policy, management adheres to an historical goal of maintaining reserves between 3% and 7% of expenditures.

Strong budgetary flexibility

In our opinion, Andover's budgetary flexibility is strong, with available reserves at \$14 million, or 9.5% of operating expenditures, in fiscal 2013, up slightly from corresponding figures of \$13 million, or 9.3%, one year prior. Total fund balances, which also include restricted funds, have grown from \$5.1 million in fiscal 2008, to \$15.1 million as of fiscal 2013. However, we attribute \$4.5 million of this growth to the implementation of Governmental Accounting Standards Board Statement #54 in 2011. Management indicates they do not expect reserves to decrease for fiscal 2014.

Very strong liquidity

What we consider very strong liquidity supports Andover's finances, with total government available cash to government fund expenditures and cash to debt service at 24% and 5.8x, respectively. Based on past debt issuance, we believe the issuer has strong access to capital markets to provide for liquidity needs, if necessary.

Strong budgetary performance

Andover's overall budgetary performance is, in our opinion, adequate, with fiscal 2013 general and total governmental funds surpluses of 0.3% and 6.3%, respectively. For fiscal 2014, the town has adopted a balanced budget totaling \$147.5 million, without appropriating any reserves. Property taxes comprise the majority of total governmental revenues at 65%, followed by intergovernmental aid at 22%.

Very strong debt and contingent liabilities profile

Andover's debt and contingent liabilities profile is, in our opinion, very strong. Net direct debt is 57% of total governmental funds revenue, and total governmental funds debt service is 4% of total governmental funds expenditures. Approximately 69% of debt is scheduled to be repaid over 10 years, which we consider a credit strength. Net debt to market value is low and another positive rating factor, in our view, at 1.4%. Last year, Andover made 100%

of its annual required pension contribution. Annual pension and other post-employment benefit costs accounted for 6.9% of total government expenditures in fiscal 2013.

Strong institutional framework

We consider the institutional framework score for Massachusetts towns to be strong.

Outlook

The stable outlook reflects our view of Andover's continued consistent financial performance and underlying broad and diverse economy supported by strong management. We do not expect to change the rating within the two-year outlook horizon, due to our expectation that the town will maintain very strong budget flexibility and strong financial performance. We also expect the underlying economy to remain very strong.

Related Criteria And Research

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Institutional Framework Overview: Massachusetts Local Governments

Complete ratings information is available to subscribers of RatingsDirect at www.globalcreditportal.com. All ratings affected by this rating action can be found on Standard & Poor's public Web site at www.standardandpoors.com. Use the Ratings search box located in the left column.

Fiscal Year 2014 Performance Indicators

Andover Economic & Fiscal Conditions Dashboard

Statistical Indicator	Fiscal Year 2014	Average Prior 3 Yrs.	Change from 3-Yr Avg	Desired Direction of Change	Changing in Desired Direction	What the changing numbers indicate
Total Personal Income	\$2.259 B	\$1.876 B	\$383 M	↑	Yes	Improving economy and personal financial position
Per-Capita Income	\$70,733	\$68,185	\$2,548	↑	Yes	Improving economy and personal financial position
Unemployment Rate	4.9%	5.3%	-0.4%	↓	Yes	Improving economy and job opportunities
Total Residential Property Value	\$5.483 B	\$5.386 B	\$97 M	↑	Yes	Improving housing market and personal net worth
Average Single Family Home Value	\$549,622	\$542,991	\$6,631	↑	Yes	Improving housing market and personal net worth
Total Employees - Top 10 Employers	15,655	14,761	894	↑	Yes	Improving national and state economies
Building Permits Issued	1,997	1,439	558	↑	Yes	Improving economy and personal financial position
Hotel/Motel Excise Collections	\$1,496,945	\$1,389,544	\$107,401	↑	Yes	Improving economy and personal financial position
Property Tax New Growth	\$1,563,740	\$1,429,664	\$134,076	↑	Yes	Improving economy and personal financial position
Free Cash (End-of-Year / Gen. Fund)	\$5.76 M	\$3.09 M	\$2.67 M	↑	Yes	Increased Town revenues/surpluses/reserves
Stabilization Fund	\$6.14 M	\$5.04 M	\$1.10 M	↑	Yes	Continued commitment to maintaining/increasing reserves
School Student Enrollment	6,111	6,201	-90	↓	Yes	Reduced school budgetary impacts and costs
Standard & Poors Bond Rating	AAA/Stable	AAA/Stable	None	N/A	N/A	Continued maintenance of highest municipal bond rating

Sources of Data: DoR/DLS and other State Agencies; CAFR, Budgets, and other Financial Reports

February, 2015